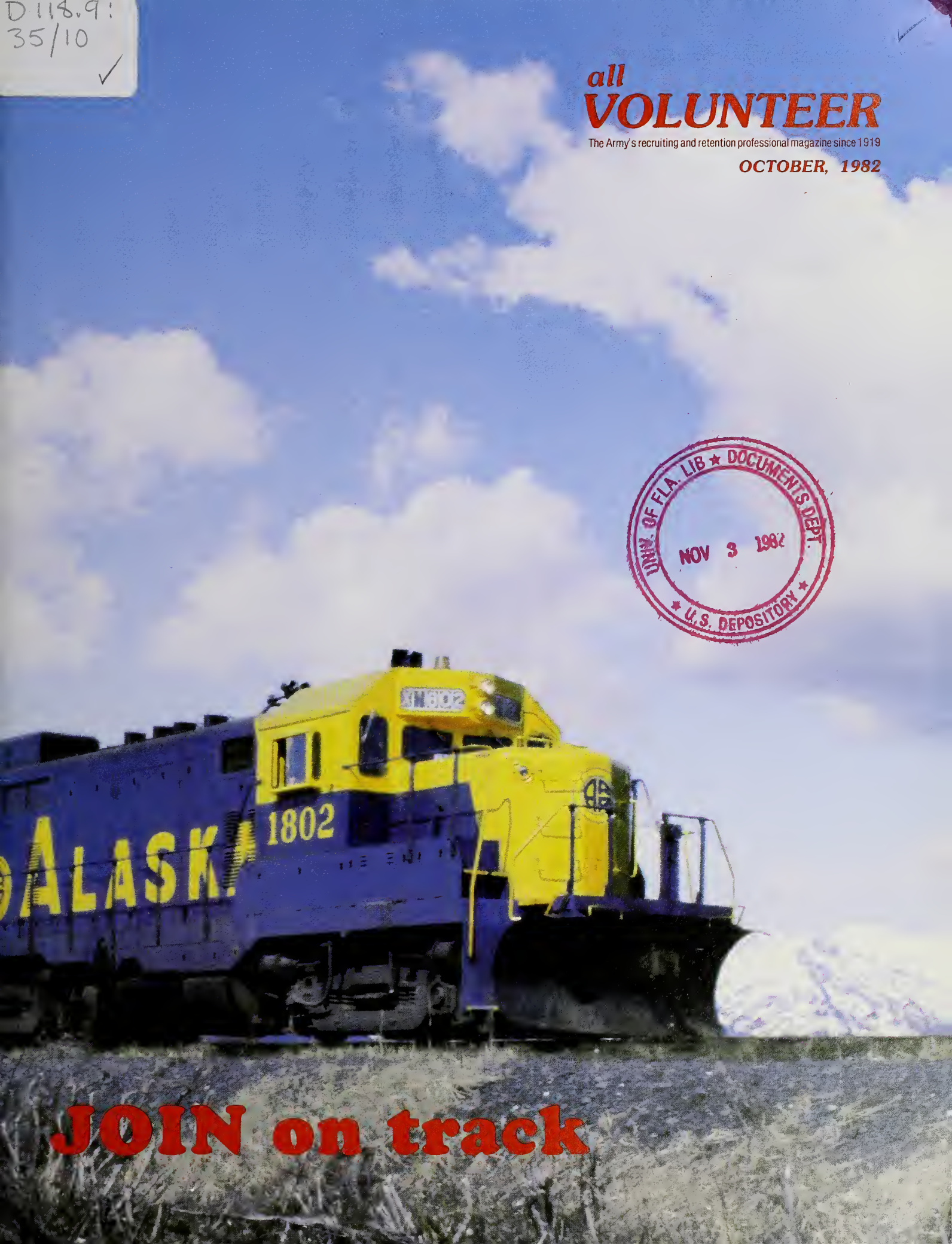
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The Army's recruiting and retention professional magazine since 1919

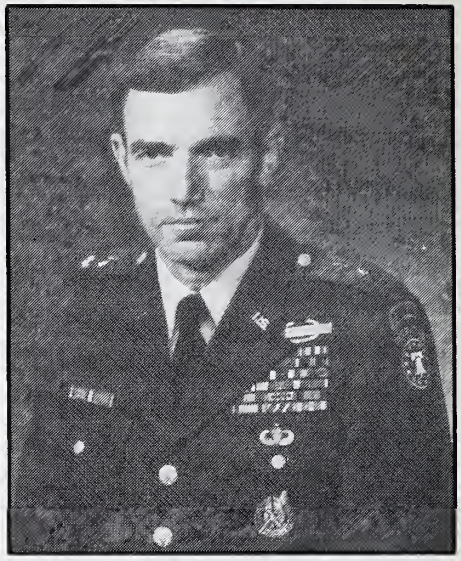
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JOIN on track

Commander's Notes



With the imminent delivery and installation of the Joint Optical Information Network (JOIN), over the next few years, recruiting is moving towards the future on an equal footing with many other Army functions (i.e., logistics, communications, maneuver, fire support), that have realized the advantages of automation.

While automation is enjoying a burgeoning acceptance in almost all facets of our professional and personal lives, we must not lose sight of the fact that the recruiter remains uppermost as the crucial factor in the accomplishment of our mission. Just as the artillery's Tactical Fire Direction System (TACFIRE) can supply most of the information necessary to hit a specific target, it is still up to the artilleryman to locate the target, operate the weapons system and assess the effects. So it is with the recruiter who must persuade, assist and enlist the quality applicant the Army needs today.

Although the computer has the ability to perform prodigiously, it remains a tool for the recruiter and will assist him initially in presenting an accurate portrayal for the prospective enlistee in words, sound and color motion pictures of today's Army. It will eliminate a significant amount of paperwork, all the way from contact to contract, and correspondingly reduce the possibility of errors. During this process, communication between recruiter and prospect remains vital.

Looking ahead, the computer will be capable of testing the applicant, evaluating the test results and matching them with military occupational specialties for which the applicant is qualified. Further into the possibilities of automation, we may see the system monitoring and recording the applicant's physical examination and recording the physical profile. Upon successful completion of these tests, it will complete application paperwork and prepare reservations for qualified applicants.

Additional details and schedules regarding the installation of the JOIN system are contained in this issue of *all VOLUNTEER*. JOIN is on track and headed for your station where . . .
THE ARMY STARTS WITH YOU!

HOWARD G. CROWELL, JR.
Major General, USA
Commanding

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ABOUT THE COVER

Rumbling through Portage, the Alaska Railroad's McKinley Park Route streamliner was photographed by Master Sergeant Ray Harp of USAREC, Public Affairs Office and accompanies his story of recruiting the "last frontier" on page 8, this issue.



Recruiting Evolves Toward Tomorrow

by Major J. David Bryan
USAREC Training Division

Today's Army is a highly sophisticated military force rapidly evolving towards tomorrow. With more than 400 different items of new equipment coming into the inventory in the next few years, including vehicles and weapons used by combat-ready troops and training aids used to prepare those troops, today's Army is a modern one in every respect. Standing tall in the leading ranks of this technological evolution, the United States Army Recruiting Command is developing the Joint Optical Information Network, better known as JOIN. The JOIN is being developed as a sales tool . . . a management information network . . . and a training system . . . all provided in a small computer system that combines state-of-the-art capabilities of desk top microprocessors with laser video disk technology.

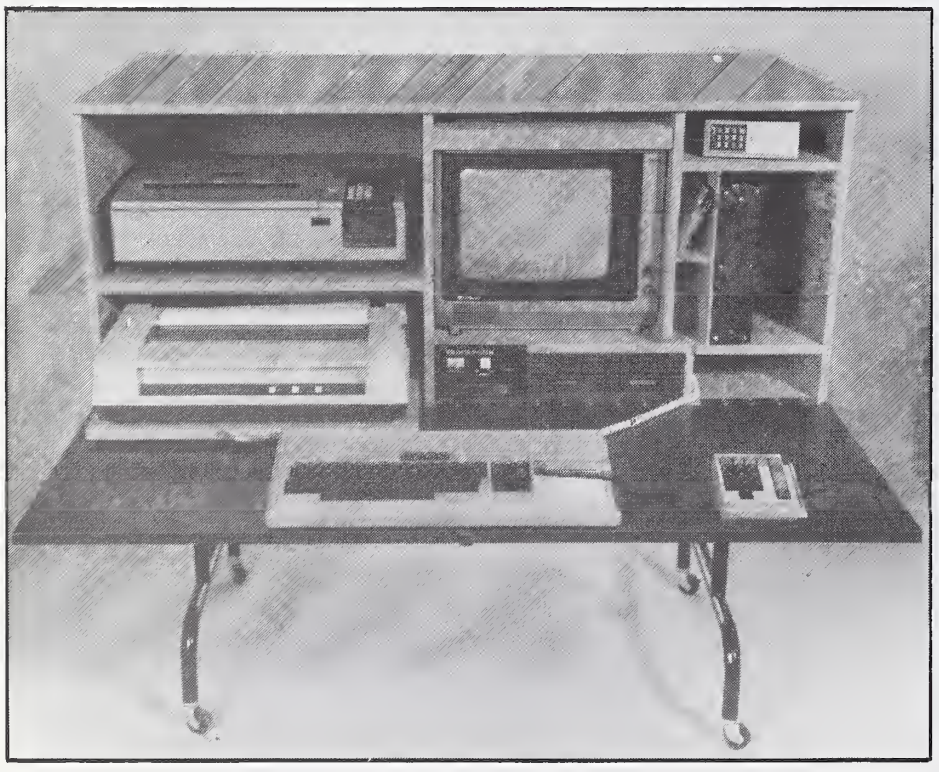
JOIN will assist recruiters in giving prospective enlistees a more accurate picture of what the Army is really like. It has been developed during a period of continuing pressure to attract and enlist highly qualified young people into the Army and to do so with absolute integrity in building expectations as to Army life and Army opportunities. The youth of the 80s are video-oriented and keenly aware of the advances being made in automation. JOIN is the automated answer for recruiting and promises to give recruiters 1980s sales skills in a 1980s and 90s market. In doing so, JOIN not only responds to the needs of the past, but also meets the needs of the future.

In conjunction with its proposed parent network, the Army Recruiting and Accession Data System (ARADS), JOIN effectively eliminates the present requirement for recruiters, guidance counselors, MEPS and reception station clerks, to repeatedly record the same 300 items of personnel information on as many as 40 different forms, in at least four different locations. The reduction in multiple entries of the same data will result in less administrative errors. JOIN also allows recruiters and guidance counselors to better direct the right enlistee to the right job. This reduces possible job-related frustrations and disillusionments while promoting higher productivity and reduced attrition because of increased job satisfaction. Over the long term, the overall quality of the Army is improved.

Further, JOIN has potential for application in diverse areas ranging from Selective Service System mobilization to civilian community support. Although it is a fact that today young people are enlisting in large numbers, it is highly probable that the future will provide major shifts in demographic and economic conditions. JOIN will allow recruiters and recruiting leaders to work effectively in that environment while promoting the Army's best interests. In summary it will:

1. Help recruiters systematically appeal to the quality market.
2. Help recruiters get more contracts per sales interview.
3. Reduce DEP loss and attrition.
4. Provide timely management reports.
5. Provide timely distribution of information to recruiters.
6. Improve recruiter training programs.

Figure 1



What is JOIN?

JOIN is a video computer system to be installed in each recruiting station and guidance counselor shop that features (figure 1):

- A microprocessor desk top computer with dual drive floppy disks (512 kilobytes of data).
- A laser video disk player with each disk containing approximately 60 minutes (30 minutes to a side) of video segments.
- A color TV to display dialogue and video segments.
- A dot matrix printer to prepare forms, letters and the benefits summary sheet.
- A communications modem (300 or 1200 BAUD) to allow data exchange JOIN to JOIN, JOIN to REQUEST and JOIN to ARADS.
- All of these components are mounted in a hardwood locking cabinet.

I'm a recruiter What does JOIN do for me?

First and foremost, JOIN is a recruiter's tool. The sales presentation is being developed first, with management and training systems to follow. For sales presentations the recruiter (Active or USAR) has the ability to interview a prospect and select from over 70 video segments on such topics as educational programs, travel opportunities, benefits of Army life, and various enlistment options as well as video responses to such common questions as, "What's the Army really like?" "What's going to happen to me in basic training?" "Do I have to leave home right away?" and "Do I have to go overseas?"

The recruiter will be able to administer a computer adaptive screen-

Figure 2

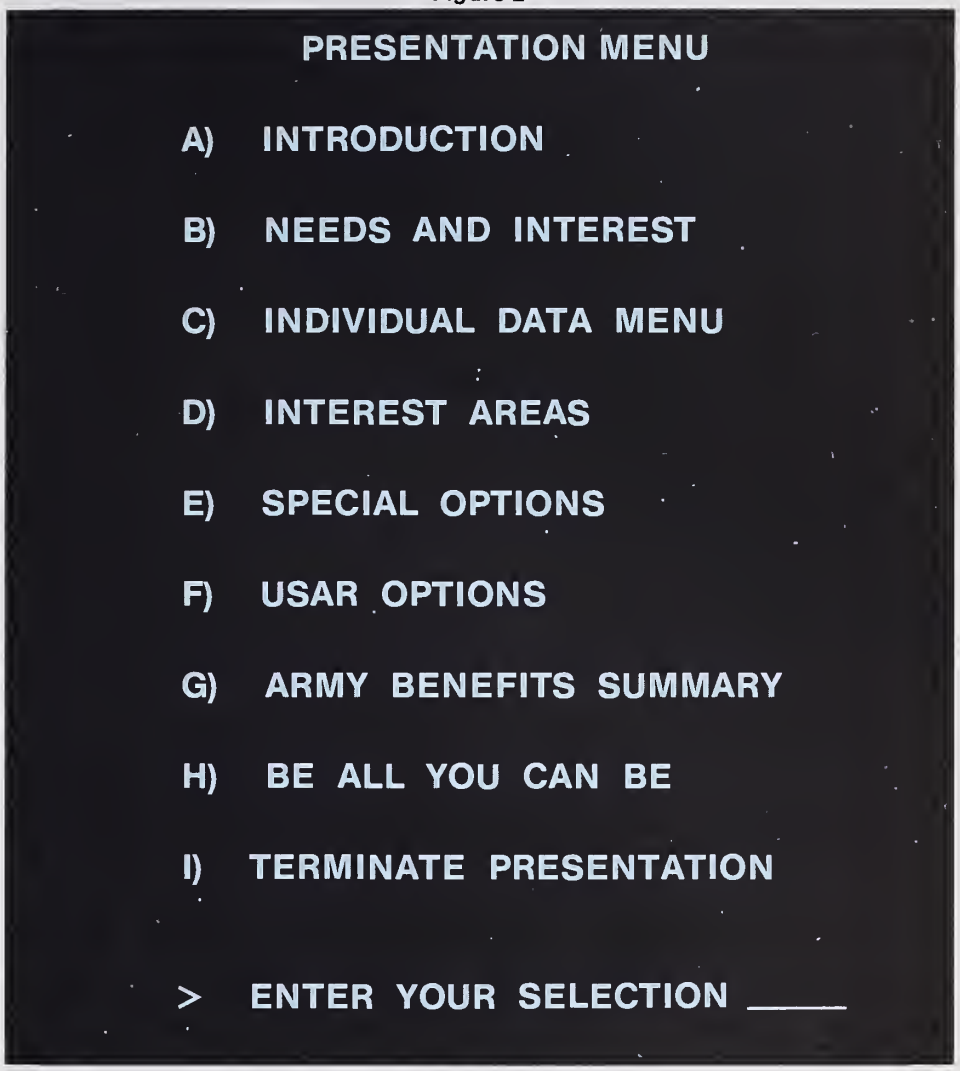
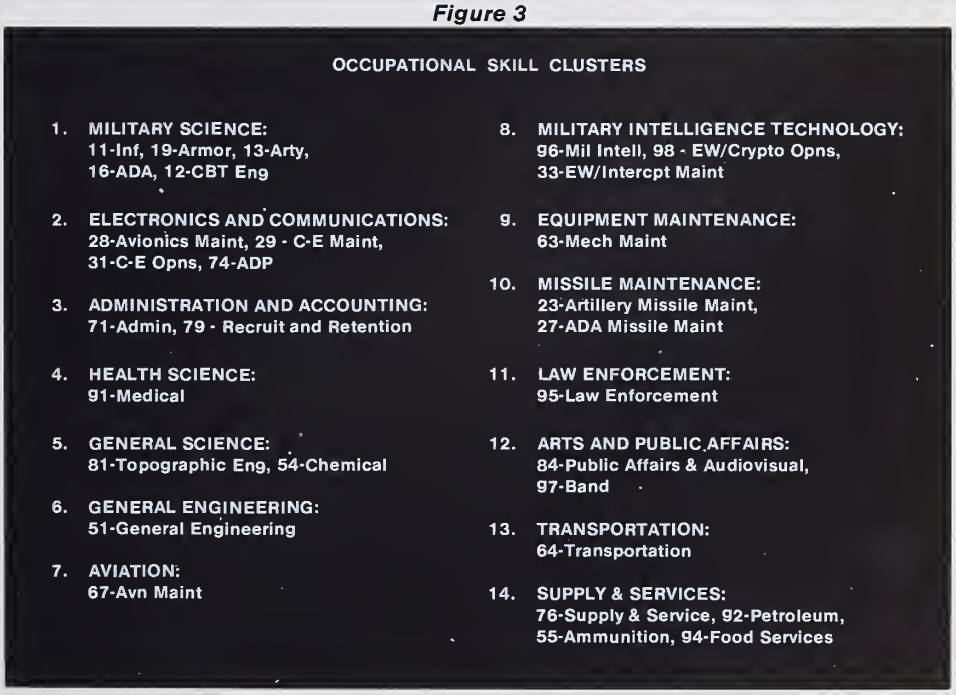


Figure 3



ing test that will quickly and accurately predict area aptitude scores and AFQT. An important aspect of the presentation is that *the recruiter controls the interview - not the computer.* The recruiter selects from menus displayed on the screen what he wants to do next (needs and interest, prequalification, etc.) and what video segments he wants to display. A typical interview, start to finish with no interruptions, should take 45 minutes to an hour. The chart at figure 2 illustrates the flow of a typical interview.

During that interview the recruiter will also have focused the prospect towards a skill cluster such as "electronics" or "administration" (figure 3). The guidance counselor will still sell specific MOS displaying any of 300 video segments. This relationship clarifies and defuses the age-old ethical dilemma of recruiters having to sell the Army without being able to talk about training opportunities and it does so in a highly attractive and informative video style.

The information recorded on the individual can then be transmitted electronically over the telephone to the guidance counselor who adds his data and automatically prints the necessary enlistment forms. The recruiter can print a 200 card for his file while maintaining the total electronic data on his floppy disks.

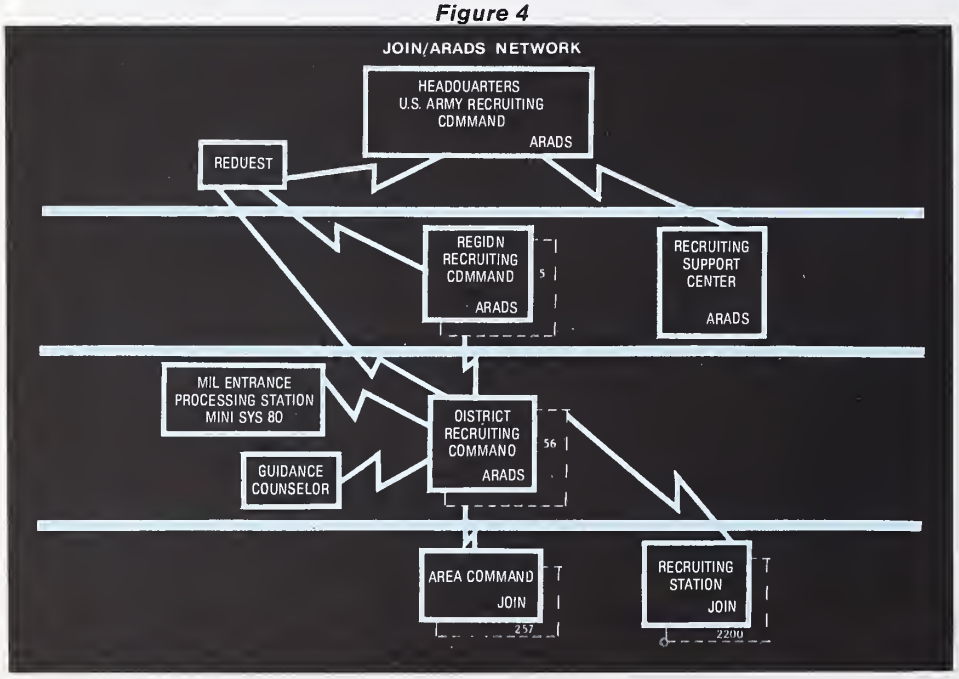
The recruiter will also be able to maintain his knowledge and skills in basic soldiering and recruiting by using the JOIN as an interactive learning system. USAREC is pursuing the development of a computer adaptive program that will allow the recruiter to analyze his training needs and then train himself in a branched learning format - a kind of automated programmed text - with the additional enhancement of continuous and immediate feedback as to the learner's progress that is combined with selected video instruction.

Computers - hmmm - what about "Big Brother" watching me?

The management systems will also be automated. The recruiter will record initial data on the applicant on his floppy disks. These disks then become the source for his 200 card file as well as supplying the data required for RSMS, RAMS and RDMS functions. Station commanders will, for example, be able to roll up the data from the recruiters' disks and then use the computer system to process and then print the management tools he needs such as conversion data, lead source analysis, processing lists and production status. The bottom line is, stubby pencil work will largely be eliminated.

Other command echelons will do much the same. The philosophy of current recruiting management does not change - it only gets easier, quicker and more accurate. Control measures will be included that will preclude unauthorized access to a particular recruiter or station/area/district data base.

Figure 4



When will JOIN be in the field?

A pilot test to refine the sales presentation program has already been completed in a Chicago DRC recruiting station and the results were overwhelmingly positive as reported by recruiters and applicants. In that pilot test the computer was visible evidence that the Army has high technology. That, and the tremendous appeal of the video displays, greatly enhanced the recruiters' (and the Army's) credibility and significantly increased the recruiters' competitive edge over their competition. As the Waukegan Station Commander SFC Johnny Tubbs says, "It's a super system . . . fantastic. The quality market applicants were especially impressed. The recruiters were able to learn how to use the system very quickly - it's so simple - they feel that it promises to be a very powerful sales tool. It's attractive and lends tremendous credibility to what they're saying."

The manufacturer, C-3, Incorporated, has received the contract for JOIN. They provided 65 systems that were installed in USAREC research and development facilities as well as in 57 test locations in the Baltimore/Washington and Philadelphia DRC. A 60 day test is now underway to verify: that the hardware performs as expected and is maintainable and reliable; that the software program for the sales presentation does what recruiters and guidance counselors require it to do; that the video segments provide the right information in an attractive, professional manner; and tht the overall impact on recruiters and applicants is positive.

Following the test results briefing to the Secretary of the Army and the DA staff, USAREC will begin installing 140 systems a month beginning with MWRRC followed by NERRC, SERRC, WRRC and SWRRC (figure 4). Total installation should be complete by 1984. This corresponds to the installation of ARADS also scheduled for completion in 1984. Training on how to use the JOIN will be conducted on site as the systems are installed. The ultimate JOIN/ARADS network is portrayed at figure 5.

The opportunity - and the challenge

JOIN benefits all its users in the recruiting process. An applicant can view all the alternatives and can make informed decisions. Recruiters can accurately structure expectations in a professional and highly effective sales presentation as well as significantly reduce their paperwork. They can also maintain their soldiering and recruiting skills on the interactive learning system. Commanders will have timely management information for effective decision making. And USAREC will reduce its recruiting costs, improve time management, and more effectively select and enlist soldiers for the Army.

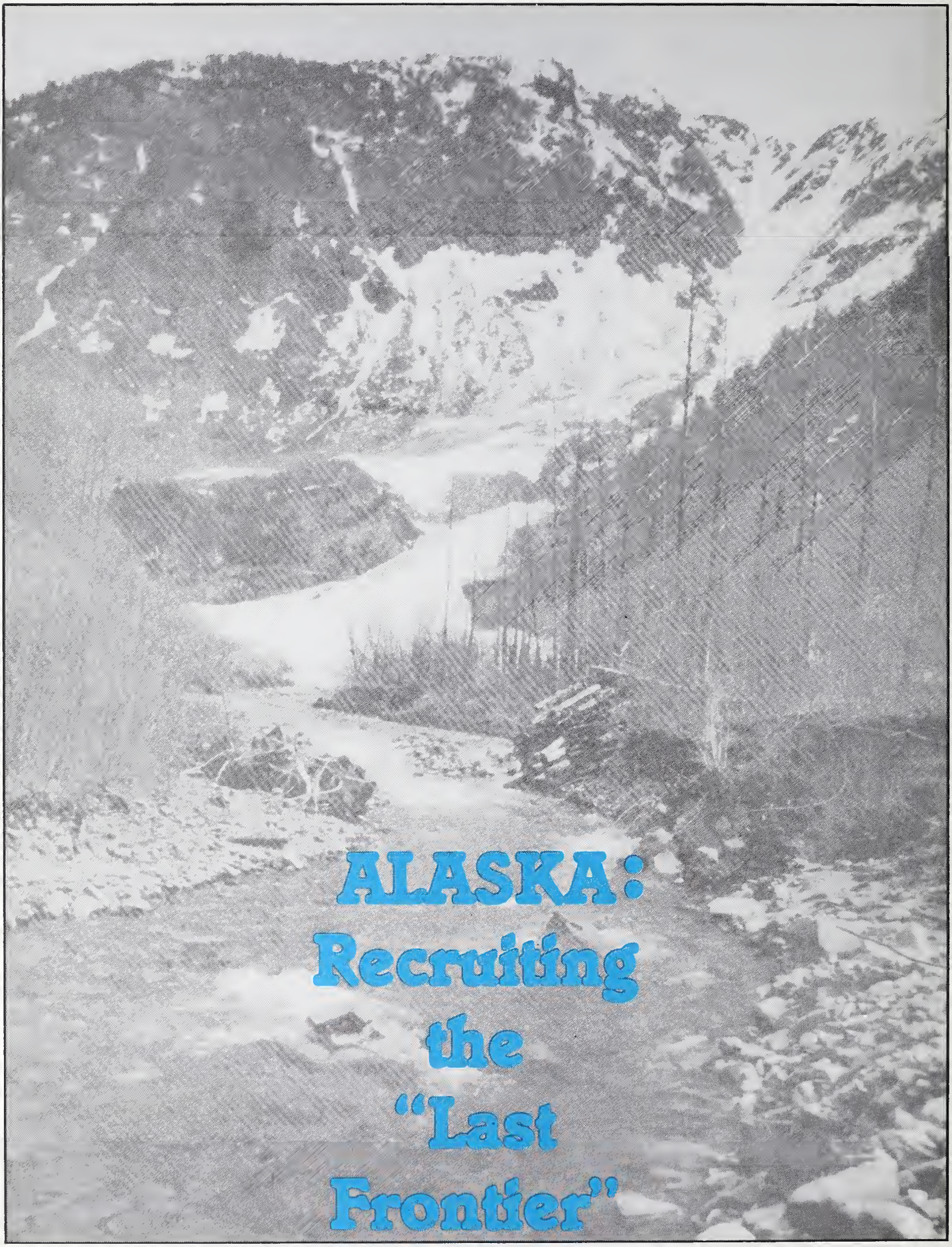
The job of enlisting highly qualified young men and women from our civilian community into one of the Army programs is a tough job. However, USAREC has been charged with accomplishing this mission and doing it with absolute integrity. The toughness of the job becomes apparent when we identify the facts that our market is dwindling, that our competition is keener, and that the Army developed an unfortunate image during the Viet Nam War. With JOIN, we largely overcome these difficulties. Our methodology of manning the force takes on a new personality - enters a new dimension - embarks in a new age. The JOINT OPTICAL INFORMATION NETWORK - it's today's technology for today's recruiters, as recruiting evolves toward tomorrow.

JOIN EXTENSION SCHEDULE

C = Contract Award 9 June 1982

	Number of Systems	Delivery Date
1. HQ USAREC	5	C + ASAP
2. NPRDC	2	C + 30
3. Selective Service System	1	C + 30
4. Test systems 1st group (BALT) (7-13) Ft Meade, MD for Tng. & Relocate after training to RS)	5	C + 59
5. Test systems 2nd group (BALT/PHIL-43, HQ USAREC -1, NPRDC -1)	52	C + 66
TOTAL	65	
6. Ft Ben Harrison, IN	10	
7. USAREC CMD GR RS -1	1	
8. USARCRO-T -1	1	
9. RSC -3	3	
10. MWRRC, NERRC, SERRC, WRRC, SWRRC	5	C + 213
11. Cleveland	63	
12. Minneapolis	68	
13. Detroit	54	C + 243
14. St Louis	54	
15. Indianapolis	46	
16. Milwaukee	62	C + 273
17. Cincinnati	45	
18. Lansing	58	C + 303
19. Omaha	59	
20. Peoria	60	
21. Columbus	36	C + 333
22. Des Moines	34	
23. Chicago	57	
24. Baltimore (Test 32) (85)	53	C + 363
25. Boston	59	
26. Harrisburg	63	C + 393
27. Pittsburg	66	
28. Philadelphia (Test 25) (63)	38	
29. Syracuse	55	C + 453
30. Concord	36	
31. Long Island	50	
32. Newburgh	39	C + 453
33. Albany	32	
34. New Haven	37	
35. Ft Monmouth	36	C + 483
36. Ft Ben Harrison	15	
37. Jacksonville	58	
38. Nashville	56	
39. Atlanta	46	C + 513
40. Richmond	31	
41. Montgomery	44	
42. Louisville	36	
43. Miami	29	C + 543
44. Raleigh	29	
45. Charlotte	37	
46. Columbia	43	
47. Beckley	22	C + 573
48. San Juan	17	
49. Sacramento	52	
50. Los Angeles	60	
51. Santa Ana	51	C + 603
52. Seattle	56	
53. Phoenix	37	C + 633
54. San Francisco	43	
55. Portland	36	
56. Salt Lake City	34	C + 663
57. Kansas City	55	
58. Denver	49	
59. Little Rock	41	
60. Dallas	47	C + 693
61. Houston	38	
62. Albuquerque	37	
63. Jackson	45	C + 723
64. San Antonio	39	
65. Oklahoma City	43	
66. New Orleans	28	C + 753
67. Overseas sites - Heidelberg AC	7	
Virgin Islands	2	
Guam, Philipines, Samoa	3	

NOTES:
1. Overseas sites in Baltimore DRC, San Juan DRC, and Honolulu DRC will be installed during the last month.
2. Extension philosophy is based upon total contracts written in FY 81 of NPS HSDE I-IIIA males, by RRC. Priority of RRC extension is also based upon ARADS extension schedule.
3. Number of systems per DRC may be adjusted at a later date. DRC extension includes HQ, GC, areas, and stations.
4. Test site locations have been removed from DRC totals. DRC totals are indicated in parentheses.



ALASKA: Recruiting the "Last Frontier"

Story and Photos
by MSG Ray Harp
USAREC PAO

The challenge of recruiting the "Last Frontier" is the mission of a group of recruiters in the far northern state of Alaska.

By itself, the enormous size of the area recruiters must cover is one of the many problems they face. The recruiters have to employ ingenious and resourceful means to combat a long harsh winter, people's attitudes, high salaries offered locally and a sparse population.

There are five recruiting stations, three with only one recruiter. Twelve recruiters are assigned to the Alaska recruiting area. Seven of the recruiters are assigned to the Anchorage area which contains half of the state's population of 400,000 people.

Travel out in the "bush" requires some unconventional means of transportation. Because of the vast distance and limited accessibility, the recruiters use 4-wheel drive vehicles, boats and "bush" planes to reach those young people interested in joining the Army.

SSG Randy Retallick is the station commander and field recruiter for the Fairbanks recruiting station covering an area in which the entire state of Texas could fit, leaving enough room to drive around all of it. In the 280,000 square miles, he has to work 35 high schools, many thousands of miles apart. How does a recruiter canvas such an area? "Proper management of time and resources, is the only way we can be effective," says MSG Robin Hood, assistant area commander.

It takes an extreme amount of prior coordination and good sound planning before the recruiters venture out for long distances to remote villages and areas to visit potential applicants.

SFC Michael Bushey, station commander and recruiter in the Juneau recruiting station, has devised an ingenious headphone apparatus that is connected to his office phone that frees both hands for writing, typing and finding information while he talks with an applicant.

To get out into his 90,000 square miles, SFC Ronald Kernott, station commander at the newly opened Eagle River recruiting station, has to spend a lot of time out of his station. To facilitate his time, he has employed a message answering service in addition to his Code-A-Message phone that allows him to receive calls from applicants while on the road. This allows him to travel to the applicant's location without the time delay of going back to the station.

Not only is travel a problem for the recruiter, but also for the applicants. One of the deterrents to the recruiting process is that the only Military Enlistment Processing Command Station in the state is located in Anchorage. For some of the applicants who live out in bush country just getting to the MEPS for testing and processing is a logistics nightmare for the recruiter.

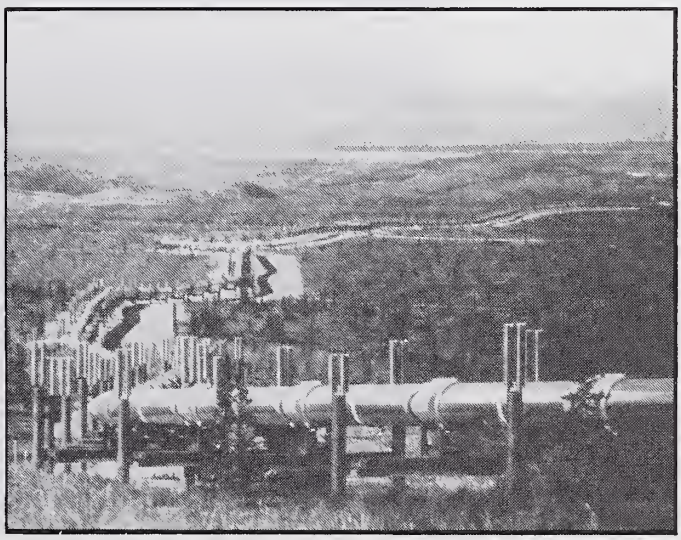
One of the major problems encountered by recruiters in Alaska is the long harsh winter. In subzero temperatures, traveling from one place to another, for even short distances, becomes a great challenge. This is the time of year that contact with applicants is most frequent because the high schools are in session.

In the summertime, the young people travel far and wide throughout the vast state for reasons of recreation and employment, which causes recruiting to become even more difficult. So the recruiters have to really exert themselves to cover their large areas during the bitter cold months and reach as many of the young people as possible.

In the case of summer and regular employment, the Alaskan recruiters face a situation where recession has not made the impact it has elsewhere in the country. By the pay standands in the lower 48, salaries paid throughout Alaska, whether part time or full time, are much higher.

It is not unusual for a high school student to work during the summer with the fishing industry, forestry service or construction industry and earn up to $20,000 which could add up to a very substantial amount of savings by graduation time. This makes it very difficult for the recruiters to compare the salaries for entry level soldiers and consequently deletes some appeal involved with bonus incentives for enlisting.

Another Army incentive, the Army College Fund, suffers from the effects of the Alaskan Student Loan Program. The state sponsored program provides not only financial assistance, but also has provisions that allow up to 50 percent of the loan to be forgiven if the graduate remains in Alaska to live and work. According to Hood, "about 36 percent of the high school graduates go to college. That factor lowers pros-



The pipeline is a symbol of the vastness of the 49th state.

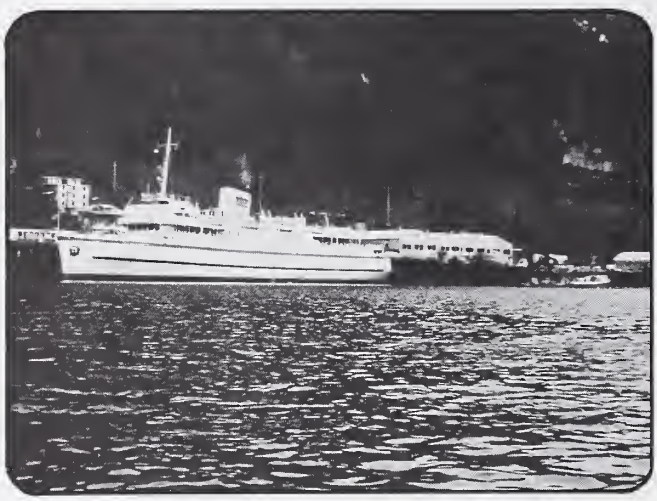
pects even more and leaves the field recruiter with only about 160-170 high school students to work with annually."

The biggest selling points for the Army vary between regions within the state of Alaska. In Fairbanks, Retallick stated, "The young people are very concerned with the skill training programs offered by the Army. It is a real plus in my pitch to applicants." Down in Juneau, Bushey says, "Travel is a key point to the young person here because of the isolation in this area. They are looking for ways and means to see some of the other parts of the world and the Army can provide this incentive." In the Eagle River and Anchorage area, Kernott mentioned the desire of a lot of the young people to receive training and work in the aircraft maintenance fields.

Recruiter ownership takes a very different perspective in the Far North. There are cases where the recruiter may never see the applicant. All of the details are handled by phone and the young person goes straight to Anchorage for testing and processing. Hood emphasized that integrity in recruiting is top priority in their operation. "All of the recruiters in this area must at all times recruit with the highest integrity possible, we must, due to our unique operations, be honest and trustworthy and without reproach," added Hood. Recruiters in the Anchorage area, without hesitation, lend assistance and help to the applicants that have been forwarded from the outlying areas. "We all must cooperate to the highest degree for us to continue to be successful as a recruiting area," said Hood. Hood not only expects this high degree of recruiter ethics, but demands it from all the recruiters assigned to the Alaskan area. The teamwork exemplified by all recruiters is very instrumental to the Alaska area in obtaining its mission.

One of the problems encountered after the initial recruiting stage is at the MEPS. A young person may be persuaded to enlist if there is an opening in a particular field. According to SFC Ted Garcia, Army Guidance Counselor, Anchorage MEPS. "When an individual desires a certain option and it is not available at a particular time, he will simply wait and come back later. It is really hard to sell anything else to them. People in Alaska are historically independent in nature and this holds true for the young people. For the most part they pretty well know exactly what they want before they come in, and it is up to us to provide them with the options desired." The time delay, four to five hours, behind CONUS causes some problems for the career counselor, but not to a degree that it hampers his operation.

Even with the numerous problems encountered by the recruiters of the "Last Frontier," they go about their mission with an obvious zeal for their very difficult task. Retallick who has been assigned to Fairbanks for the past three years, summed it up, "Alaska is a great place to be and to recruit in and I would gladly stay for three more years if possible."





Some parts of Alaska are only accessible by air or water, making area canvassing somewhat difficult.

Arizona access to school assured by state assembly

by Tom Aldred
Phoenix DRC

Some Arizonans in high places acted this spring to make it easier for Phoenix DRC recruiters to tell the state's high-school students about Army opportunities.

The Arizona Legislature passed a bill requiring school districts to give military recruiters directory information and access to school property if the districts provide similar services for other employers or educational agencies.

Governor Bruce Babbitt signed the measure at a ceremony in his office. LTC Robert T. Sweeney, Phoenix DRC commander, witnessed the signing along with CPT Jay Gardella, chief of the Navy Recruiting District, San Diego; CPT Larry Berquist, executive officer of the Marine Corps' Phoenix Recruiting Station; and MSGT Dave Allen, NCO in charge of Air Force recruiting for most of Arizona.

Babbitt said he was "pleased and proud" to make Arizona one of several states that guarantee by statute the right of the military to make its pitch on an equal basis with schools and private employers.

Such equality should pay immediate dividends to everyone involved in the recruiting process, according to the education specialists who conceived the bill and helped maneuver it through the Legislature.

"Of course, it's going to prove effective in helping the recruiters get information from schools that previously might have withheld it," Phoenix DRC education coordinator Jules Levy said. "In the past, they sometimes felt insecure, with reason, about asking for a student list or permission to talk to a class. Now they know they have the same right to do that as someone from Arizona State University or Motorola.

"I think most of the schools in which we've had problems really haven't had a clear understanding of what they can and can't do where the military is concerned. This bill spells it out for them. And high-school administrators now can respond to parents who question the legality of releasing names to the Recruiting Command."

The most important beneficiary, Levy added, is the student.

"For young people in the junior or senior year, this gives them a chance to get information they might never have known about before," he explained. "They learn they can get money for college or learn a skill that will help them get a good job. That puts the Army—the military as a whole—in a stronger position."

Duane Sowers, Levy's education counterpart at the Navy's Phoenix Recruiting Station, especially liked the idea of placing the issue of recruiter access into a strict legal framework.

"The support we get varies among school districts," Sowers noted. "A lot of factors influence that relationship, including the personalities of the individual recruiters and administrators. We've removed some of the arbitrary elements of the process.

"Where schools could, in the past, decide at their pleasure who would get a list and who wouldn't, now they have to treat everybody equally. As I see it, and as I'm sure the recruiters see it, it takes away the impression that recruiters are in some way 'second-class citizens' when it comes to getting access to students."

Levy and Sowers threw most of the credit for the bill's passage to its sponsor, state Sen. Jim Kolbe of Tucson. The military education specialists agreed they got more help than they ever could have hoped from the former seaman, who earned a commission through Navy ROTC at Northwestern University.

Kolbe won unanimous support for the measure from the Senate Education Committee, of which he is a member, on the way to overwhelming Senate approval, Sowers said. When the bill came up for a hearing before the House education panel, Kolbe took time out to testify.

Sowers tempered his satisfaction over the bill's passage with a note of caution addressed to recruiters in the field.

"This was a team effort—and a team victory—just like our efforts in recruiting are geared to a single military team," he said. "At the same time, if one service abuses this new access, it won't be just that service that suffers. Students and teachers and administrators don't necessarily see a Marine uniform or an Army uniform. We've got to work together to keep the trust this bill shows we have."



Coping With A Slump

by MAJ Douglas A. Martz
USAREC Training Division

Many salespeople have slumps for many reasons. Slumps are not inevitable, but they can creep up and play "gotcha" with production. It is what the recruiter does, during and after the slump, which marks the difference between a "real" recruiter and someone acting like a recruiter. In the civilian sales world, it is the difference between the order taker and the salesman. What causes a slump? What should recruiters in a slump do (or not do)? How does a recruiter climb out of a slump?

Slumps happen for a lot of different reasons. For some people, it's like a loaf of bread left out too long — the bread gets stale. When a recruiter is left out too long without any preventive maintenance (also called Tender Loving Care, or taking care of the troops) he may get stale. It is a matter of habits. A recruiter left in one place too long without any assistance or attention tends to get into ruts. He prospects only where he has been successful prospecting before. He tends to call the same people. He makes each phone call the same as the last one. Each sales presentation begins to sound the same. The recruiter tends to go to the same schools all the time (and tends not to go to the same schools, too). He rolls around in the same rut most of the time.

That kind of recruiter begins hearing a lot of negative responses. That can be a very frightening experience. For the first time his name may appear out on the 0/1 Production Report. He sits behind his desk as though it were a night defensive position and he was the rearguard for a whole division. That recruiter's horizons begin to lower from achievement and success to survival. Initiative, drive, enthusiasm, and grit can become something that happens to someone else. The management systems are discarded. If the recruiter is not very careful, he begins developing that slightly

metallic bitter acid taste called defeat. He may even become content to watch his career as a recruiter go down the proverbial tubes.

This may not happen to any particular recruiter. It is what happens, at some time or other, to most successful salespeople and recruiters. W. Clement Stone (of "Success" fame), SFC Bill Slease (former USAREC Recruiter of the Year), SFC Phil Howard (first Station Commander awarded the Recruiter Ring), and Joe Girard (according to the *Guiness Book of World Records*, the world's best salesman) have all had slumps. It is what they did after realizing they were in a slump that made the difference — as it is for the recruiter who finds himself in a slump. To get out of a slump, the first thing a recruiter needs to do is recognize he is sliding toward a slump. Besides looking at the mission box there are other ways this can happen.

First of all, the recruiter needs to ask himself if his schedule is beginning to look just the same day after day, week after week, month after month. If so, then the recruiter needs to ask if there is a reason.

If there IS a reason (and it's a good reason), so be it. That may be part of a very effective marketing/recruiting strategy. If the recruiter discovers there is no good reason for having a schedule that looks the same every week (the old standby "we've always done it this way" is unacceptable!), the recruiter needs to look at changing it.

It has been said, variety is the spice of life. In a recruiter, variety is the spice in selling. Recruiters need to be sensitive to the ebb and flow of their particular marketplace. Having a schedule that reads the same all the time may indicate a lack of sensitivity toward the market itself. The same schedule may be contributing to the slump. Check it out. If a change is needed, look at the market and ask what tends to happen *when*, and be there *when* things happen. Changing a schedule by itself will not pull the recruiter out of a slump, but it can help.

Fatigue may be another indicator of a slump. Everyone gets tired from time to time. That is part of being alive, being in the Army, and being a recruiter. The profession of arms and the professional recruiter know irregular and long hours have an occasional part to play in recruiting. People get tired with that kind of schedule.

That kind of fatigue, however, is not the kind of fatigue which may indicate a slump. If the recruiter finds himself barely able to get out of bed in the morning, or if the recruiter feels beat by noon, or if the recruiter gets tired just driving to work, there may be a problem — boredom. It is the body's defense mechanism because the mind has said, "I just don't want to be bothered."

This is neither the time nor the place to make noise about the detrimental effect such an attitude can have on a recruiter. That is the obvious. Boredom must be worked through, because boredom is a habit. So is enthusiasm.

The only way to become enthusiastic is to act enthusiastic, saying to the self, "I will act enthusiastic. I will act like I really enjoy what I'm doing. I will act like I really love the Army and recruiting." It will happen. Successful recruiters know it works. The Nightengale-Conan organization, which has done more work on success motivation than any other organization in the world, believes the only way to become enthusiastic is to act enthusiastic. It has been done before. The recruiter on the ground can make it work. The recruiter is the only one who can. Success and sustained enthusiasm are the rewards.

Another indication of a slump is a decrease in conversion ratios on the Conversion Data Sheet. A larger number of sales presentations and a smaller number of contracts may be a sign of a slump. It may be the recruiter has gotten to the point where a tape recorder could give his sales presentation. The telephone call and the subsequent sales presentation begin to sound like carbon copies — each one like the one before. It's called the "Recruiter Clone Syndrome." It means the recruiter is trying to sound this time just like he did the last time — and he may not even be aware he is doing it! The net result is a larger number of negative responses, and that can get to be very depressing. What it means is the recruiter is trying to do a job and not trying to help prospects. Sameness indicates the recruiter is working for the recruiter — not for the prospect and certainly not for the Army or recruiting command. Every person is different. They have different needs, goals, and desires. That means every sales presentation is different, because what appeals to one person is not what appeals to another. The recruiter must discover what is important to that particular person and discuss the particular Army features which cover the thing that person considers important.

The recruiter needs to begin listening to the prospects again and discover what is important to them. It is a major step in beginning to climb out of what John Bunyan called "The Slough of Despond."

Recruiters have a number of ways to determine whether or not they are in a slump. It obviously shows up in the mission box. It shows up in work habits much more quickly than it is reflected in the mission box. The recruiter who is alert to what is going on will see signs and do corrective work before the slump sets in and colors his reaction to the whole recuiting world.

It really is all in the attitude. And there is only one person in the whole wide world that can do anything about attitude.

But that is also why that person is a recruiter.

Because recruiters know how to get it done.

ARMY JUNIOR ROTC

by Messrs William E. Marlin
and
Wesley R. Williams
TRADOC - ROTC

Any recruiter who has an Army Junior Reserve Officers' Training Corps unit in his area is going to be on friendly terms with the Senior Army Instructor and the senior noncommissioned officers who direct the unit.

We understand why this is the case. High school students interested enough to take part in JROTC are more likely to be prospects for enlistment. That makes sense because they have been exposed to a great deal of factual information on the Army. In more than a few cases this is enough for them to make a favorable decision on an enlistment. But we have to remind you that this is not the purpose behind JROTC. If it was, we might not get the reception to the program that we get from the academic community.

We present JROTC to the decision-makers as a means by which they can help develop their students and prepare them to be good citizens. We work on oral and written communications, for example, which is one area in which young Americans do not always have a chance to practice their skills. But best of all, we concentrate on bringing out the leadership qualities in students which might otherwise be overlooked. All-in-all, JROTC is a remarkable program and with that in mind, let's talk a little about how this all came to pass.

The Junior ROTC program, like a great deal of what has happened in and to the Army, has an interesting history. Born amid the turmoil of World War I, JROTC was the result of a law titled the National Defense Act of 1916. The people who passed the law stated that it would be established at non-collegiate military schools, high schools and other preparatory schools. The first crop of instructors were Regular Army officers and NCOs.

The program got underway with a bang in 1919-1920 school year with an enrollment of 45,000 students. Law or not, it seems JROTC had to wait until we had done what had to be done with World War I. By the time World War II began, enrollment had increased slowly to 72,000, which was not too bad considering the limited number of schools at which it was offered. From 1920 to 1940 was not an exciting time for soldiers and soldiering, and the Army probably had all it could do to keep the program going.

Marching right along with JROTC was another little-known program called the National Defense Cadet Corps, or NDCC. The NDCC was the same type of program with one important difference. Under the JROTC concept, the Army paid almost all of the costs. With NDCC, the school system had to hire their own instructors from the Army Reserve, the National Guard, or from the retired population. The school system also bought uniforms or required the students to buy them.

Considering that school systems always need money as much as any other local government agency, it was surprising that there were 113 NDCC units with 25,000 cadets just 10 years ago. It is even more surprising when you consider that there were only 254 JROTC units operational then. The Army would have been happy to see more schools which asked for JROTC units accept the NDCC. But out of 500 applications for JROTC units submitted between 1947 and 1956, for example, only 14 schools would accept NDCC.

Successful as JROTC seemed to be, it had its detractors. There were 700 active duty personnel assigned to JROTC, they said. The annual cost of the program had risen to $4.7 million dollars. And it produced no officers as the Senior program did.

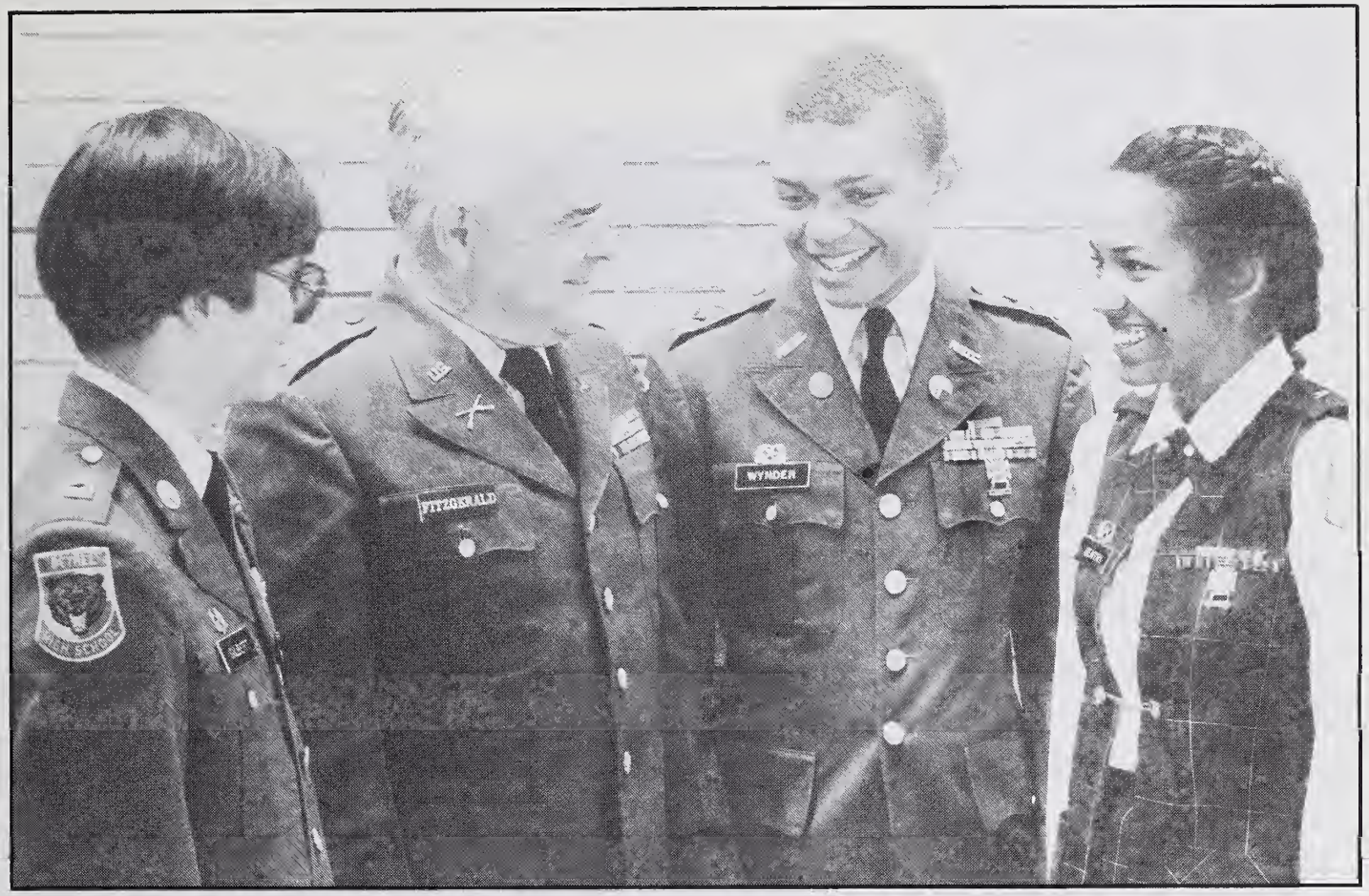
In preparing the FY 64 budget, DoD reviewed the high school junior program to see if there were any strong reasons why it should be continued. They noted that the NDCC had the same objectives as JROTC, and it cost only $100,000 per year to operate. So they chopped the JROTC budget, for other than the military institutes, and asked everyone to convert to NDCC. It was a sensible decision, the planners thought.

Instead of the grateful thanks of the taxpayers, the budgeteers received a barrage of letters, telegrams, and telephone calls demanding the JROTC program be left alone. Senators, Representatives, heads of educational institutions, and just plain citizens blasted them. Junior ROTC, they said was in the national interest, it had a salutory effect on juvenile delinquency, and helped to produce potential leaders. Congress was so impressed they voted to expand the existing level of 254 schools to 2,000. DoD backed off and agreed to continue the program through FY 64. And, of course, "to study it."

A committee was formed to do just that. In its final report, the committee stated that the JROTC program had been doing what it was supposed to have been doing. They also noted that



Junior ROTC cadets wear a patch representing the program, which develops students and prepares them to be good citizens.



Junior ROTC remains extremely popular in high schools across the country as well as several foreign locations.

discontinuing it would bring renewed protests from students, school authorities, parents, community and national leaders. JROTC had friends, lots of them. The upshot of all this was that, based on the recommendations of the committee, the Congress passed the ROTC Vitalization Act of 1964. The secretaries of the military departments were to establish and maintain JROTC units (remember only the Army had JROTC up till then), and not more than 200 units would be established each year by all the services up to a maximum of 1,200 units spread across the nation. (There were also landmark changes made in Senior ROTC by the same bill, by the way).

There were other JROTC changes, of course, in people management, instruction, and organization. The Regular Army people left to be replaced by retired officers and NCOs. The school systems would have to pay the instructors the difference between their retired pay and what they would earn if they were still on active duty. (Hazard pay is not included, of course). The Army, in turn, would reimburse the school system for half of that amount. There have been other changes, as well. All of them have improved the program. The NDCC began to fade away, as well. There is now just one unit left.

As all of you know, JROTC grads can enlist in the Army as at least E-2. They get credit for JROTC in entering the senior program. Numbers of enlistees each year have had JROTC training. The same goes for those receiving SROTC scholarships or entering the military academies. For a comparatively small program - 113,000 enrolled out of a total student population of 2.5 million JROTC makes itself noticed.

When last we looked there were 711 Army units. Number 711 was about to open for business at the American high school in Munich. That's not the only one overseas. How about the Virgin Islands, Puerto Rico, the Canal Zone, Guam, and Korea?

Junior ROTC is now a senior citizen as far as age is concerned. After all, it's been around for enough time to retire. But what keeps it vital are the young people who enjoy what the program has to offer, and the highly-motivated officers and NCOs who do their best to make it useful, interesting, and relevant to the 1980s.

Where will it go from here? It will get bigger, for one thing. More units have been authorized and these will be phased in over the next four years. Some of them will be located in states where there are no units to improve the geographical distribution. A new program of instruction is on the way to make classroom time even more valuable.

Senior citizen or not, we don't believe ROTC is ever going to retire. It will get older, but it will also get better, if the people who count have anything to say.

Field File

TWO CENTURIES AFTER THE VICTORY AT YORKTOWN, several high school students emerged as victors when they won Victory at Yorktown Essay contests held at several levels throughout the country.

The national winner of the essay contest, **William J. Davis,** is to receive a $1,500 savings bond. A graduate of Jackson-Central-Merry High School in Jackson, TN, he won the southwest regional competition before going on to win the national contest. Davis analyzed five factors which contributed to the victory spirit of Yorktown. Those factors included inner confidence, pursuit of a just cause, cooperation, courage and proper conduct. **Secretary of the Army John O. Marsh, Jr.** is expected to present a $1,500 savings bond to Davis this month. The presentation will be held at the annual Association of the US Army (AUSA) convention in Washington DC.

High school senior **Jennifer Viland** placed first in the western region competition for her essay. Viland also received savings bonds totaling $750 and several plaques and certificates accumulated during the competition. Viland wrote that modern-day citizens can still learn from the examples set by the people who forged the triumph 200 years ago.

After winning the South Dakota state Yorktown Essay Contest, **Dane Stone** of Gary, SD was flown to the state capitol, where he received his award from **Governor William Janklow. Staff Sergeant Mike Holmstrom,** of the Watertown Recruiting Station, and Dane's parents, **Eldon and Leona,** accompanied him on his trip. When asked by the governor if he was going to join the Army, Stone replied, "I'm sure thinking about it."

The competition, which was co-sponsored by USAREC, AUSA and the 13-30 Publishing Corporation, began last fall for the students. The competition started at the high school level, with winners advancing on to state level. From the state contest, five regional winners were selected, and eventually competed at the national level. (Contributed by Donna Hagaman, USAREC A&SP; Tom Aldred, Phoenix DRC and Cheryl M. Riess, Omaha DRC)







Several high school students emerged victorious in the Yorktown Essay Contest. William J. Davis (left) was selected as the national winner; Jennifer Viland (center) was one of five regional winners and Dane Stone (right) was selected as one of the state winners.

RECRUITING SIBLINGS OR CHILDREN of the same families appears to be growing in popularity these days, as shown in three DRCs recently.

In the San Antonio DRC, two of four brothers were recently enlisted by **Sergeant Francis J. Kennerly II. David and Paul Terry,** were recently sworn in by their father, Air Force **Colonel Ronald W. Terry** of Brooks Air Force Base. Paul, the first to enlist, selected the Strategic Microwave Systems repair field. David chose the Signal Intelligence field and plans to obtain his college degree in the Army.

In the Omaha DRC, **Randall Tippin** recently followed his father's footsteps by joining the Army. The son of Omaha DRC Commander, **Lieutenant Colonel Scott M. Tippin,** Randall enlisted for two years. He chose the Military Police field, which is the same branch his father serves. He also plans to complete college, using the $15,200 worth of Army College Fund benefits he is entitled to. He intends to apply for an ROTC scholarship, earn his degree, then return to the Army as an officer.

Finally, in the Cincinnati DRC, **Linda Freeman** was sworn in by her brother, **Lieutenant Randy Hurtt.** Following the enlistment ceremony, the parents, retired **Sergeant Major** and **Mrs. James L. Hurtt** pinned Randy's epaulets with captain insignia. On hand to witness the event was Linda's husband, **Larry Freeman,** an Army veteran. Also present was her older brother, **Staff Sergeant James W. Hurtt,** of the Ohio National Guard. Assisting PVT Freeman in her enlistment was **Sergeant First Class Edward Jackson.** (Contributed by Pat Shropshire, San Antonio DRC; Chris Phillips, Omaha DRC; and Mary Auer, Cincinnati DRC)

AN AVIATION MOS SKILL CLINIC REALLY TOOK OFF recently as a flight operations coordinator was chosen to talk to local high schools about female soldiers in non-traditional roles.

Area recruiters were pleased to hear that **PFC Becky Roper,** from 24th Combat Aviation Battalion, Hunter Army Airfield would be visiting the Orlando Recruiting area. They were really surprised when they discovered that she was bringing some other people along from Ft. Stewart.

By the time the skill clinic reached Orlando, it included **Captain Roger Brown, Chief Warrant Officer Two Mike Burke** and **Specialist Four Richard Pedigree,** who flew a Blackhawk helicopter from Ft. Stewart.

For a week, the helicopter landed at various high schools as thousands of students watched. The students listened as Roper told them about her job and Army benefits.

The event provided students a chance to see a Blackhawk helicopter and to learn about the Army. It also provided the recruiters with a long list of leads. (Steven Otten, Jacksonville DRC)



A parachutist floats into Indian Stadium in Jonesboro, AR, as part of a pre-game aerial demonstration.

Field File

COMMAND SERGEANT MAJOR GEOFFREY S. SMITH became USAREC's top enlisted soldier in late September; succeeding Command Sergeant Major Glen E. Morrell, who was selected as Forces Command (FORSCOM) command sergeant major.



Committed to the improvement of NCO professionalism and quality of life is the recruiting command's new top enlisted soldier, CSM Geoffrey S. Smith.

A native of Orlando, FL, Smith served as Midwest Region command sergeant major for a year previous to his appointment as USAREC command sergeant major. The 19-year veteran earned his gold badge as a field recruiter/station commander during a tour with the Jacksonville DRC, with duty at Vidalia, GA.

He has spent the majority of his military career with the combat engineers serving in CONUS, Europe, Vietnam and Hawaii. Smith earned his master's degree in management from Webster College.

Two problems on which he will concentrate his efforts are that many recruiters feel they are not part of the Army and the rough transition of USAREC personnel into the command.

"My goals are the continued improvement of the professionalism of the NCO corps and quality of life, specifically the sponsorship program and the welfare of the servicemember and family," he added. (SFC Dennis Kramp, USAREC PAO)

A SOLDIER RECENTLY RISKED HIS LIFE to save the victim of an accident.

On his way to Houston with an unidentified warrant officer, **Sergeant First Class Vicente Castillo** came upon a head-on collision between a van and a truck.

"I knew that unless I acted quickly, the guy was going to burn," he said. While his partner helped pull passengers fom the van, Castillo pulled the unconscious driver from the burning truck.

At first, he had help from two bystanders, but the flames drove them back from the truck.

"The truck exploded while I was pulling him out," Castillo said, adding that he escaped injury from the blast. "I guess someone was just looking out for me."

The injured man was in a coma for more than two months but survived the accident, Castillo said.

For his brave deed, Castillo was presented a Soldier's Medal by **Major General John Oblinger,** Ft. Bliss commander. Castillo is the commander of the McRae Recruiting Station in El Paso. (Berna Facio, Albuquerque DRC and Joyce Griffith, Ft. Bliss PAO)

GREAT SOUNDS STARTED A GREAT DAY for students at Fairview, (TN), High School as they were recently entertained by the Ft. McClellan Army Band during an assembly. The band made its appearance at the newly opened high school under the sponsorship of the Nashville DRC.

The band appearance produced several leads for **Sergeant First Class Gary Kohnstamm,** a Franklin recruiter, who called the morning's musical assembly a "real vote-getter for the Army." (SFC Rick Hayeland, Nashville

SETTING UP DISPLAYS THE NIGHT BEFORE, 121st Army Reserve units prepared for a day-long Army Reserve Career Day at the Beltline Mall in Decatur, AL recently.

Recruiters, Reserve soldiers and Nashville DRC support people had the opportunity to talk to many of the visitors at the indoor and outdoor displays at the mall.



Three Decatur, AL residents join SP4 Rocky Parker as he demonstrates a protective suit. The three climbed aboard his jeep for a closer look at the vehicle and weapon display at the Army Reserve Career Fair.

The visitors had the opportunity to see the latest Army equipment and learn about the different skills available in the Army and Army Reserve.

The 543rd Signal Company had working displays of teletype equipment, field telephones and switchboards which enabled people to talk or send written messages to other people at various locations in the mall.

The 326th Chemical Company had displays of vehicles and equipment used in performing their mission. The Reserve's 926th Engineer Battalion, Company D, had displays of vehicles and equipment in the mall and parking lot.

Recruiters from the Huntsville recruiting area stations reported receiving almost 100 leads on cards completed by people, who wanted more information about the Army and Army Reserve. (SFC Rick Hayeland, Nashville DRC)

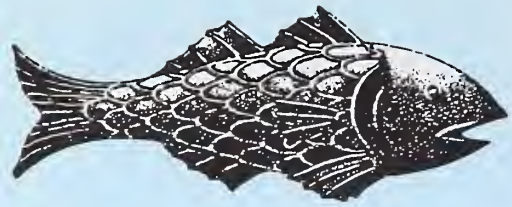
TAKING THEIR OWN ADVICE, three reenlistment NCOs recently reenlisted together in a ceremony at Ft. Rucker.

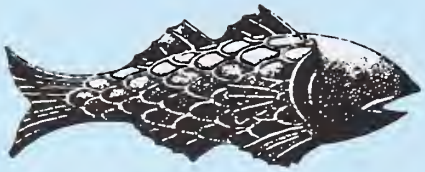
Reenlisting for six years were **Master Sergeant Ronnie K. Inman** and **Sergeant First Class William D. Smith;** while **Staff Sergeant Thomas Eads, Jr.,** re-upped for three years.

Inman and Smith are post reenlistment NCOs and Eads is the 1st Battalion, 1st Aviation Brigade reenlistment NCO. (SP4 Denise Starr, Ft. Rucker PAO)



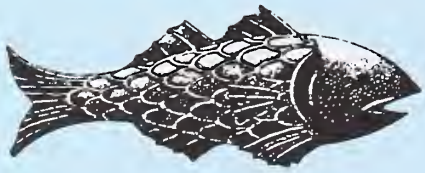
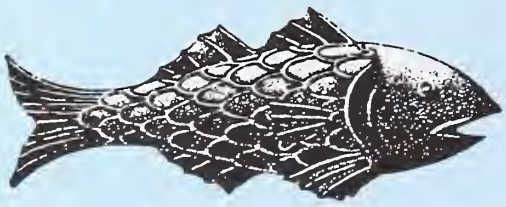
Showing off their new dog tags are Howard Hartman and Sally Spencer, stars of San Antonio's Fiesta Dinner Playhouse production of South Pacific. The dog tags were presented by Sergeant First Class Juan Alvarado, Jr., who also presented dog tags to each member of the cast. The dog tags were inscribed with the stars' names and the popular slogan, "Be All You Can Be in The Army." (Pat Shropshire, San Antonio DRC)




A fish story

Story by Kathleen Ellison
Photo by Vicky Lipps
Ft. Leonard Wood PAO



Those acquainted with Ft. Leonard Wood know that the post is not exactly part of the bustling urban scene. Located in the Missouri Ozarks, this basic training and engineer center keeps soldiers far from the temptations of city life.

Despite its solitary confinement however, Ft. Leonard Wood has remained the center for an art rarely appreciated these days. The art is a special folklore which has emerged from the scenic lakes and rivers on post. It is the Fish Story, otherwise known as "The one that got away."

The waterways of the post are full of self-proclaimed fishing specialists. In a sport where great feats are attained alone and the results are generally eaten, facts are hard to come by. After hearing a fisherman tell his tale, a novice fish story listener may be led to believe that whales inhabit the waters of the Big Piney River.

The most important characteristic of a good fish story listener is discrimination. Discrimination is necessary to appreciate and understand this sublime art. No matter how small, a grain of truth will appear somewhere within the fisherman's story, but it's up to the listener to decide what is true.

The first sign of a consummate fish storyteller will be the use of absolutes invariably proclaimed in a loud voice. Common examples of this are, "I am the best trout fisherman in Missouri," or, "I caught the biggest bass ever recorded." Whether or not the fisherman has made an obviously false statement is not important; any fisherman worth his lure collection will proclaim his superiority over all other fisherman.

If no protests against the fisherman's expertise are voiced, the fisherman will proceed to set the stage for his tale. Either the fisherman will say he was out alone or he will tell his story when his fishing companions are not present. This eliminates the possibility of conflicting stories.

If there are people present who have heard the story before, they usually have forgotten the details. Fish story etiquette prohibits any corrections being made by listeners, even if the present version deviates from a previous one. As any fish story afficianado knows, the tales are like a good wine and improve with age.

The story's format rarely changes. Often the tale centers around an inhabitant of the deep endowed with human-like intelligence and further personified with a name, such as "Ol' One Eye," or "Big Jim." Once again, those superlative adjectives such as, "biggest," "strongest," or "longest," are use to describe the fish. It's also important to say things like, "Never in my 20 years of fishing have I seen one as big as that one." To impress listeners, technical details about the bait or lures may be included, but the exact location of the confrontation will be disclosed.

The end of a fish story will never show "Ol' One Eye" being caught. The fish will always be victorious, enabling the storyteller to use his scaled friend in another tale if desired. The most common variation will be a case of mistaken identity: The fisherman thinks he's caught the evasive one, but discovers he has been fooled.

An expert whose stories sound a little too fishy is SFC Jay Rice, Ft.

Leonard Wood's organizational effectiveness NCO. Like most fishermen, Rice considers his talents on lake and stream exceptional.

"Without a doubt, I am one of the best bass fisherman in the world," Rice boasted. In order to catch the elusive bass, Rice uses equipment from his collection of more than 2,000 lures, 12 different rods and a two-man bass boat.

"Suddenly the biggest bass I'd ever seen jumped out of the water. He came down, knocked the duck unconscious with his tail, and disappeared."

He said he fishes on post about twice during the week and on weekends and occasionally fishes off post on the Lake of the Ozarks. It was on post however, that Rices' most interesting fishing experience occurred. The unusual story is about an unlucky duck and an unnaturally large bass.

"I have been fishing for Ol' Crater Mouth for the last five years," Rice began. "It was early Saturday morning by the gravel pits. I had cast my bait and brought it back. The fish just didn't seem interested in what I had to offer.

"As I picked up my top water lure, I noticed a duck making a lot of noise. The duck was swimming in circles, making all kinds of noises and sticking his head under the water as if he was afraid of something," Rice continued. "I was just about at the end of my patience with the duck so I decided to cast my lure in that direction to make him fly away. The duck picked up my lure and began to swim off with it."

Rice was faced with the dilemma of unhooking the duck without injuring it or losing his prized lure.

"I was trying to keep the line loose and decide what to do, when suddenly the water near the duck began to ripple," he added. "Suddenly the biggest bass I'd ever seen jumped out of the water. He came down, knocked the duck unconscious with his tail, and disappeared.

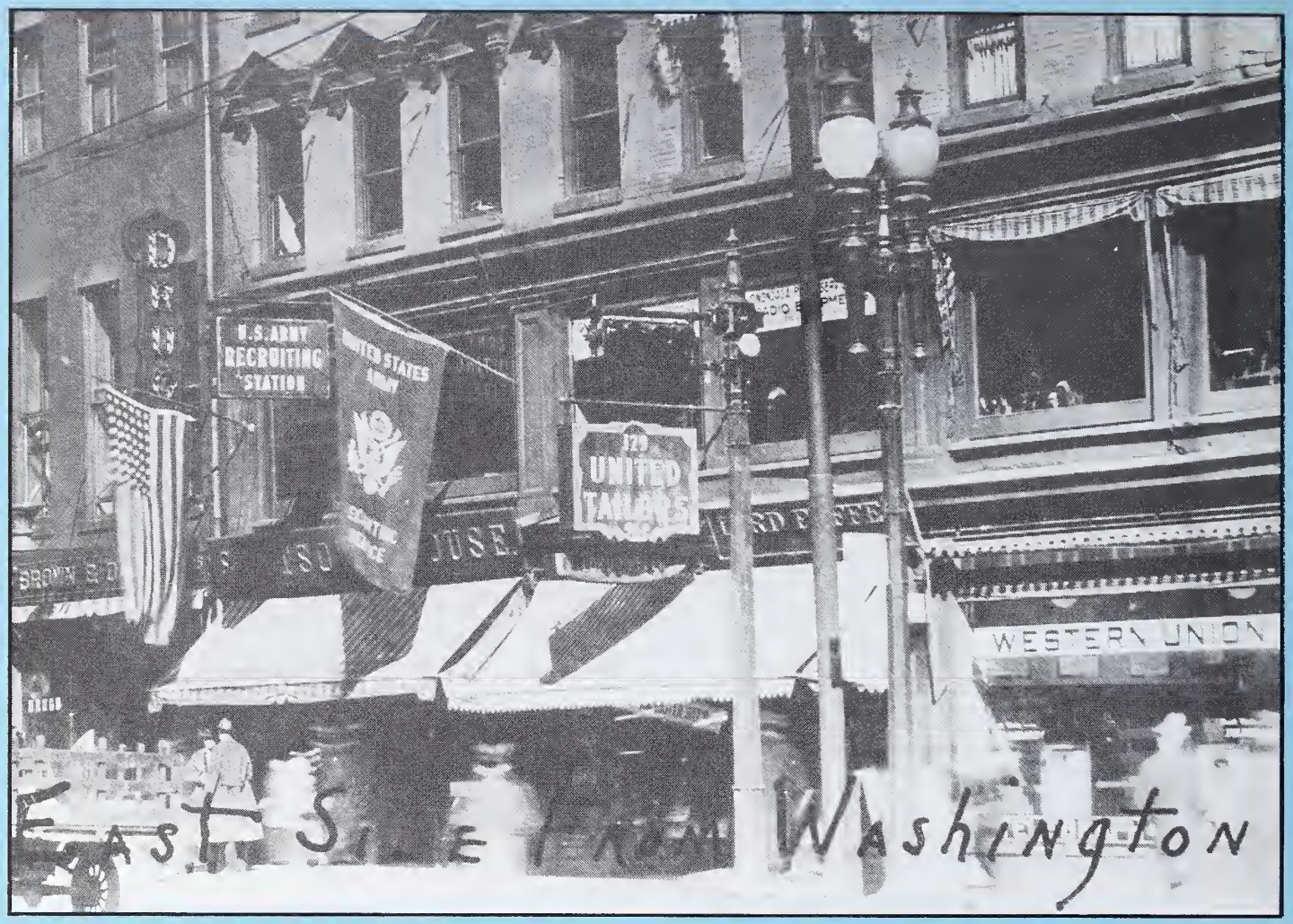
"Before I could figure out exactly what had happened, the fish came back up, opened his mouth and swallowed the duck whole. Then he started swimming away. My lure was in the duck's mouth and there I was being towed across the lake. Then, he jumped out of the water and started tail-walking across the pond. All I could do was keep the line tight. I tried to bring him into the boat and just when I had my hands on him, he jumped over the boat, spitting the duck at me and swimming away."

Rice disengaged the duck from the line, ending the story happily for fish and fowl. The story did not end as happily for him since he was unable to catch the fish. He didn't go home totally empty-handed; He had one big fish story to tell others.

In search of the one that got away, SFC Jay Rice paddles along Ft. Leonard Wood's Bloodland Lake.



Retired recruiter remembers when . . .



In 1924, the downtown Syracuse Army recruiting station was located upstairs above a Stetson Hat Store and a tailor shop. SSG Henry Bonk canvassed from a 'tent' located just around the corner.

Story by Bill Knowlton
Syracuse DRC
Photo courtesy of the
Syracuse Herald-Journal

He recruited in the post-World War I era during the prosperity of the 1920s, during the jobless depression years of the 1930s, and during and after World War II.

He is SSG Henry Bonk, a retired soldier who spent his 24 years on active duty as a recruiter. The 83 year-old former recruiter recently stopped by the Syracuse DRC advertising and sales promotion office and told of his life as an Army recruiter from 1923 to 1947.

"I figure that I put in 15,000 people in my career," said the Jersey City, NJ native. "Isn't that an Army division?"

Bonk's stories of his days on recruiting duty are quite aimilar to events which happen in the lives of recruiters today. There are also some remarkable differences. His time was without computer terminals, QIPS points, HSDGs, guidance counselors or the delayed entry program.

When he learned of DEP, Bonk asked, "You mean they don't have to go right away?" He added, "In my day, they went the day I signed them up."

Like recruiters today though, Bonk had to visit schools, appear on radio talk shows and had to go to service clubs to chat with what we now call COIs. He had to travel all over his territory, work canvassing points and hand out RPIs current at the time.

"I enlisted in New York City in April of 1917 for Ft. Slocum, New York," he recalled. "At the time, I was a kid who needed a job; and the very day I joined the 25th Infantry Division, April 6, America declared war on Germany."

During his next assignment with the 26th Infantry Division's A Company at Plattsburgh, NY, Bonk was approached by a major on recruiting duty and asked if he would like to try recruiting. "No, sir," was the doughboy's reply, but eventually he consented to try it.

Bonk began his career of putting people into the Army. He was assigned to what was called the 2nd Corps (one of nine corps located across the nation). The 2nd Corps included New

York, New Jersey and Delaware. He chose the upstate city of Syracuse for his first assignment and was there from 1923 through 1932.

Prospecting tent

"We had what was known as a 'tent' in the middle of downtown Syracuse where we'd recruit from," Bonk remembered. The tent, somewhat like today's canvassing point, was actually an assembled metal structure with a stove in it.

From the tent, Bonk would look out at a prospect and ask, "How about getting into the Army?" If the answer was yes, he would escort the prospect on a two-minute walk to the post office and its more permanent recruiting station.

"We got them right off the street; more from the streets than the schools," Bonk said. "But even though we had to stop them on the street, we had no trouble getting into schools and distributing our literature."

From 1933 to 1942, after brief tours as a recruiter in Rochester, Binghampton, the Whitehill recruiting station and in the Bronx, Bonk served in Auburn, NY. "The depression was on at the beginning of my tour and men with 10 or 11 kids wanted to join, but I had no quota for them," he said.

To get around the city and the surrounding rural towns, he used public transportation since recruiters at the time didn't have assigned cars. That meant countless hours on the bus, trolley or train. He stayed in hotels and was paid a daily per diem rate of $1.20.

"They figured 40 cents for each of your three meals," Bonk said, noting that rooms went for $2.50 per day in the 1930s. Recruits at the time were offered $30 per month.

"One offer we had was a one year tour of duty at a post within 200 miles of the recruits home. If the new soldier didn't like the job, or if he had troubles at home, he could 'buy out' of his obligation, usually for just the cost of transportation home."

What could he offer an applicant then?

"I could guarantee that they could go to a school and learn a specific trade," he said.

One item Bonk would have liked in his time is today's Army uniform.

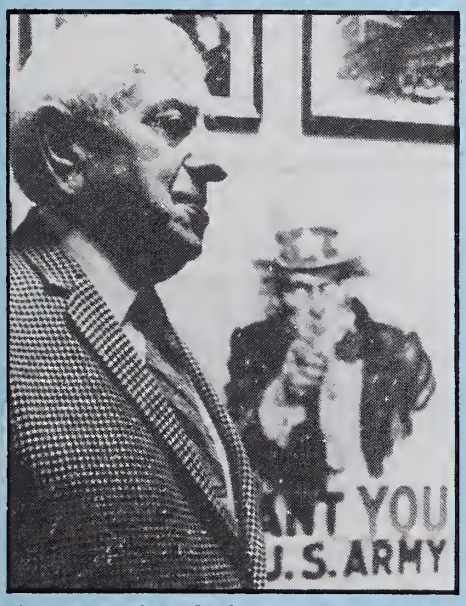
"In my day, we had pinned up leggings, olive drab shoes, a campaign hat and a high collar and a button board we'd use to shine our buttons," he said, adding, "There was no such thing as a summer uniform either; we'd wear the same uniform all year 'round."

What would happen if a recruiter didn't measure up to standards?

"The old man would come around and see how you were doing. He gave you one more chance to shape up. If you didn't, on the second time around, you were back in your unit."

Bonk never married, instead he spent his post-retirement years in the hotel and restaurant business and traveling to France, England, China, Spain and the Netherlands.

Former recruiter comments on the Army



Army recruiter, SSG Henry Bonk, spent thirty years putting people in the Army.

Photo by Brian Knapp, Syracuse DRC

When retired SSG Henry Bonk, a former Army recruiter, stopped into the Syracuse DRC to talk about recruiting in the old days, he commented on some current issues in recruiting news.

On communicating:

"Be frank with your applicants. Explain to them. Be honest. Tell what the Army has to offer in trades and schools."

On the draft:

"If they'd pay the Army enough money, we wouldn't need a draft."

On recruiting:

"When you can sell the Army, you can sell anything, but if a man can't get enlistments, he shouldn't be on recruiting duty."

On paid advertising:

"There wasn't any. I wrote my own stories for the local papers. I'd also write a new recruit and if he liked the Army, I'd ask him to write a friend and tell him to come to see me. I went to county fairs with displays of machine guns and rifles, or maybe an Army band. I'd go to ethnic social clubs and tell the Polish or Ukranian fathers that their kids could learn a trade in the Army."

On himself:

"I was one of the best recruiters we ever had. If I didn't get recruiting duty, I may not have stayed in the Army. But I bet if I were in uniform today, I'd get five or 10 people a day."

In Middletown, success begins with attitude

Story and photo by Bob Lessels, Cincinnati DRC

What's the secret of success in Middletown, OH?

Attitude. That's how SFC William Kinard, Middletown station commander, explains the phenomenal success story his station has written this year.

"I've tried to give my staff the feeling they're working with me, not for me," he said. "There are no 'flunkies' in my station.

"We respect each other as professionals, and if a personal problem arises, we air it out in weekly rap sessions. Morale is high and there's a willingness to experiment with new ideas and approaches to successful recruiting. The result has been that every recruiter in this station is at 100 percent or better of assigned mission," he continued.

Powerful program

The DEP program at Middleton is one of the best in the Cincinnati DRC and in Midwest Region. The station had a mission of 55 for FY 82, and by the beginning of the summer, had already enlisted 90, for a rate of 152 percent.

"We've only lost six of our 90 DEPs," Kinard said. "Two were lost to pregnancies, one to a medical problem, and three to problems with law enforcement authorities after enlistment.

"No one has asked to get out of the DEP. This still leaves us with 84 in our DEP pool, of which 43 are in the I-IIIA category," he said noting, "Forty of the 84 DEPs are participating in the Army College Fund and 25 have qualified for MOS bonuses."

Keeping actively in touch with the DEPs is a vital part of the Middletown program, Kinard said. He tries to ensure that DEP functions are more than just cola-and-burger parties. For example, he recently contacted the manager of a theater in Middletown. The theater offered to sponsor a free movie for the DEPs on a Saturday morning, if the Army would pay for a soda and bag of popcorn for them.

The film, "Night Crossing," was about the escape of two East German families from behind the Berlin Wall. One of the Middletown recruiters, SSG Thomas White, had recently served on border patrol along the Berlin Wall and talked about his experiences to the DEPs and their families before the movie began.

The "DEP theater party" worked so well that the theater agreed to provide a free ticket for another film to every high school senior in the Middletown station's area of responsibility. Special souvenir tickets were printed, each carrying the name of the high school and the recruiting station's telephone number.

Kinard and his staff then contacted each of nine area high schools and, thanks to good working relations with the administration and counselors, arranged for a special one-hour assembly at seven schools. Each senior was briefed on Army training and education opportunities, then given a ticket to see the film. Of the 1,830 seniors in the area, more than 600 took advantage of the offer.

While special programs such as this work well, the key to success, Kinard said, is in day-to-day dedication to doing a good job.

"The standards in my station are higher than those USAREC imposes. I require each recruiter to average one appointment per day from the lead refinement list, REACT or ASVAB list. They are also required to generate one additional appointment per day from referrals, high school visits, area canvassing or the three lists used to gain the first appointment.

"We recently made 213 appointments, conducted 138, and enlisted 23 of those interviewed," Kinard said. "Our conversion rate from appointments made is about one in 11, while our rate from appointments conducted is one in seven. That's a good conversion rate.

"We take pride in the fact that we make the effort to give the prospective recruit the job he wants. After the prospect has tested, we try to ensure he has prioritized a list of about 10 jobs he would like to learn in the Army," he continued. "We explain as much as we can about each job, help the prospective recruit narrow down his choices and base our selling on Army benefits. We leave the final job selection counseling to the experts in guidance."

In addition to recruiting for the active Army, the station also has a Reserve mission. Within a month after SFC Jimmy Brown, the Reserve recruiter, had joined the station staff, he had enlisted nine people and had two more processing through MEPS.

Strong support

"Another factor in our success has been the support we receive from the DRC staff, MEPS, and the guidance counselors," Kinard said, adding that other factors for success include the effective use of TAIR teams, the cinema vans, pods and exhibits from the Recruiting Support Center, and publicity for enlistments in the local papers.

"In the final analysis, it is the recruiter who puts the recruit into the Army," he said, adding, "this is why it is so important that the recruiters have a positive attitude. We work together closely. We do PT together and we play golf and racquetball together. We're a team.

"If one needs help, we all pitch in. If there's a job to be done, everyone gets involved. We know we can count on one another for support, and we know we can talk frankly if there is a problem which needs to be resolved," Kinard said.

In the Middletown station, a positive attitude paves the way for teamwork and success.

Taking a glance at life in Germany, SSG Tom White and PVT Charlene Smock, a recent enlistee, talk about travel opportunities in the Army.





PNCOC Builds Leadership

Story and Photos
by MAJ Bob Arnett, IL ANG

"Noncommissioned officers in the Army National Guard are duty bound to strive to enhance the readiness of the total Army to the highest level that we possibly can. By the total Army, we mean the effective integration of the Active and Reserve components to form a fully combat-ready force. We can do this best by preparing ourselves as Noncommissioned officers and start doing sergeant's business."

...So inscribed were the 150 diplomas awarded to the second graduating class of the Illinois National Guard Military Academy's Primary Noncommissioned Officers Course (PNCOC) recently, at Ft. McCoy, Wisconsin. The Illinois Guard pioneered the first Reserve Component PNCOC in 1981.

Developed by the US Army Training and Doctrine Command (TRADOC) to parallel the active component PNCOC curriculum, this 2-week course is designed for members of both the National Guard and the Army Reserve. The training is intensive and very demanding. To successfully complete the course students must attain a minimum of 700 points out of a possible 1,000. Points are based on academic performance and leadership ability. Instructors for the program include members of the Illinois Military Academy staff as well as cadre selected from the two Illinois infantry brigades and the Command and Control Headquarters. Cadre trainers are assigned to squads for the 2-week period. Students participating in the program were from the three major Illinois Army National Guard Commands and the 85th Division (Training) USAR.

Currently, one course is being scheduled annually. During the first week of classroom instruction the weather was nothing short of ideal. But, as one might expect, the weather turned cold, wet and miserable as the 2nd week's field training exercise commenced. The weather, in conjunction with the precipitous defensive hill position, presented a severe test of physical endurance for students and cadre trainers alike. Assisting with the training was the 12th US Army Reserve Special Forces team. 2LT Michael Dixon, Special Forces S-3 Operations Officer described the role of the special forces team: "We are here to bring realism to the training program by teaching military tactics and techniques and give command and control in the field." Special Forces LT Jon Carroll indicated



Special Forces Green Beret and Illinois Army National Guard NCO Cadre Trainer communicate with Special Forces mobile command post.



Sergeant First Class Don Archer, (Center, hatless) 12th Special Forces Trainer debriefs IL ARNG Trainers and students after completion of a RECON patrol.

tthat "This program provides the Reserve Special Forces an opportunity to return to one of its key missions; the training of indigenous forces." According to SGM Milton R. Miner, Commandant of the Illinois Military Academy NCO Schools, the first PNCOC used Reserve Special Forces and it is hoped that this trend will continue in future programing.

Although the course is geared primarily for the combat arms soldier, a large percentage of combat support/service support personnel participate in the training. The 139.5 training hours involve classroom and practical hands-on field work. Subject areas include: Leadership, human behavior, effective supervision, field communication systems, the KAL-61 B 1400 Numerical Code, weapons systems, drill and ceremony, map reading, land navigation, and combat offensive/defensive operations and techniques. "We stress the total force teamwork policy in the accomplishment of the mission", says MSG Arthur Bretscher, Illinois Military Academy Operations Sergeant. "This type of training integrates Regular Army, Army Reserve and Illinois Army National Guard personnel. Also, it departs from the usual polished instructor/trainer concept and incorporates the trainee into actual field learning situations".

This writer took the opportunity to interview academy leaders, cadre trainers, 5th Army Readiness and Mobilization Region personnel and selected Reserve Special Forces team members. The comments that follow reflect their opinions about PNCOC training and the attitudes of today's soldier.

•MSG John (Jack) Proffit, acting first sergeant, Illinois Military Academy - "The Primary Noncommissioned Officers Course material contains the basis for building the soldier/leader of tomorrow. A key ingredient of the course is that it teaches basic survival training that is necessary for the combat arms soldier. All MOS's must realize that they may some day function in a combat arms capacity. Sooner or later the Army Guard must realize it is training for combat, not just to fill the squares for a two week summer encampment in the north woods."

•COL Karl Mielke, Chief Army Readiness and Mobilization Region V Group, Ft. Sheridan, explained that it is their mission to train Illinois National Guard Cadre Trainers. "ARMR V unites Active, Guard and Reserve elements into one Army. We help, advise and support Reserve Components; it's a mainstay of the "Total Force". Since we inaugurated this primary NCO course, we have found the Guard is doing a much better job of training cadre trainers and troops. The initial PNCOC required more assistance from us, this class only required one of our people in an advisor capacity."

•SFC John Foreman, Chief PNCOC Instructor - "5th ARMR got this training going and it's up to us to see this type of training is continued. It is extremely important that the Illinois National Guard gains as much depth in unit trainers as possible; because it's at the unit level where the job of training gets accomplished. To train, the Guard requires the latest generation of equipment, we just can't continue to function as combat ready units using old and antiquated equipment."

•MAJ Bruce Riddle, Training Development Officer, 5th ARMR Group, Ft. Sheridan - "The graduate from this course returns to his unit prepared to assume a leadership role as a trainer - we want him to make training functional and meaningful on the unit level. One of the key drawbacks to National Guard training is the lack of troop physical fitness. Today's troops are accustomed to easy city living, walking on concrete and asphalt and when exposed to field conditions, their feet ankles and knee's begin to give them problems."

•SFC James Aitkin, IL ARNG Cadre Trainer, HHB, 2-123 FA, Moline, IL. "I am 53 years old and a 33 year military veteran. The course material covered in PNCOC barely scratches the surface of what the combat arms trained soldier needs to know; but, it's a start in combat training that every

soldier in 11 Bravo and the support MOS needs to have. When I first went into the Army in 1949 we encountered various types of communication problems and some of these same people problems exist today."

•SP4 Denise Troxell, HHC, 2nd Bn, 130th Infantry, Urbana, IL. - "Prior to coming to the PNCOC we were briefed on field conditions; but, I wish we would have been told specifically what type of terrain we would encounter while on RECON/ Ambush patrols. The first week of classroom training was very thorough. I came prepared for the worst and for the most part it's been pretty rough on me; but, I believe I can handle it. I must admit it's a little different than taking care of my two young children at home."

•MSG Jimmy Anderson, Advisor, 5th ARMR Group, Ft. Sheridan - "Last year 22 of the 50 states sponsored primary NCO training courses. Illinois is the only state using Reserve Special Forces as Cadre Trainers. The 5th ARMR originated the idea of using Reserve Special Forces in this capacity - after all, it's their job to teach military tactics and techniques; so we offer the opportunity to test their skills with the Illinois Army National Guard."

• SSG Rex Taggert, 12th Reserve Special Forces - "The name of the game is staying alive, we depend on one another, combat is primal, and it is about one thing and one thing alone - the desire to survive one more day. A weak NCO is dangerous and a good NCO is the life blood of the military. This course is just a beginning - it takes years of follow-up education and practical experience to build an experienced NCO. An NCO sets the example for his troops - he or she must earn the respect of his followers."

• SP4 Jeffrey B. Hanold, Co C, 2-130 Infantry, Litchfield, IL - "As a combat arms infantryman, I expected more field work. The training I experienced taught me how and why things work. The issue equipment we have is old and antiquated. It seems, supply and support personnel are issued better clothing and equipment while the 11B has to take what someone else doesn't want. Our special forces trainer really knew his "stuff" - he didn't present a "Gung-Ho" image - he let us manage our situations and then followed-up with a critique in a professional manner. PNCOC should be longer in duration - this is too much to learn in just two weeks."

• COL Burrell B. Beatty, Jr., Commandant, Illinois Military Academy - "Snuffy", the 11 Bravo combat arms soldier must have PNCOC training, PNCOC's mission is to build and prepare professional cadre unit trainers. Their mission is to return to their units and begin training combat arms skills. One of our key problems is a limited number of cadre trainers taking this course - our goal is to have one cadre trainer for five students. PNCOC's are getting more popular and we forecast more schools per year in the future," says Beatty.

This year's Illinois Army National Guard Primary Noncommissioned Officers Course terminated with a graduating exercise, certificate distribution, special award presentation and a speech by SGM David G. Hayes, CAC, Illinois Army National Guard.

SGM Hayes' message to the 150 graduates focused on the subject of Leadership. He indicated that the NCO must choose that style of leadership which enables them to obtain mission objectives. Attributes of a good NCO include: self-preservation, attitude, patience, education, courage and professionalism, says Hayes.

The Illinois National Guard PNCOC Leadership Award was presented to SP4 Paul C. Zickas, Co B, 2nd Bn, 130th Infantry Effingham, IL.

Company A, 2nd Bn, 130th Infantry, Mattoon, IL students, captured the Honor Graduate Award. SP4 Terry L. Cole, Mattoon, IL and SP4 Robert A. Furlong, Arcola, IL, shared the top student winning award, both scored 986 out of a total of 1,000 points.

"The '82' PNCOC class is over for student, cadre trainer, IMA staff and Special Forces Trainers. It is now the mission of these trained PNCOC graduates to return to their units and begin planting the seeds of knowledge that they have learned during this course," said MSG Art Bretscher.

Students of the Primary NCO Course prepare to set up a training M-60 ambush position.



Rings and Things

Recent recipients of recruiter rings and gold badges appear below. Inquiries concerning these listings may be addressed to the USAREC Awards Branch, or phone AV 459-3871, commercial (312) 926-3036.

Recruiter Rings

Atlanta
SSG Madison Jenkins
SFC Ezra H. Wilson

Balt/Wash
SFC Jorge O. Menendez
SSG Paul L. Thompson

Boston
SSG Richard J. Lawson

Cleveland
MSG Samuel C. Brown

Columbia
SFC Shirley Teter

Des Moines
SFC Donald N. Nemec

Detroit
SFC Curtis J. Ellis

Honolulu
MSG Francis A. Shaffery
SSG Roman P. Taijeron

Indianapolis
SSG John Deramus

Kansas City
SFC Jerry McCallup
SFC Winston Reed

Lansing
SFC David L. Tenette

Louisville
SFC Herbert D. Jones
SFC Sergio V. Lyons
SFC Barry Merrill
SFC Timothy F. Sheehan
SGM Peter Strunge
SFC Jerry L. Walker

Miami
SFC James J. Vincoli, Jr.
SFC Thornton Weakley

Montgomery
SSG Leon M. Holland

Omaha
MSG Warren Todd

Phoenix
SFC Leonard Foust
SSG Kelvin F. Winn

Pittsburgh
SFC William T. Redman
SFC James A. Smith

Portland
SFC Roberto Haro

Raleigh
MSG Daniel W. Bailey

Richmond
SFC Clyde A. Middleton
SFC William S. Whittaker

San Francisco
SFC Mary Merrill

San Juan
SGT Alberto Diaz

Seattle
SFC Murel L. Ropp

Gold Badges

Albany
SFC Bartholomew A. Bassett
SGT Robert A. Brown

Albuquerque
SSG Edward A. Suval

Atlanta
SFC Gerald M. Johnson
SSG Larry W. Lee
SSG Michael J. Minahan
SSG Roy W. Pridemore
SFC William K. Stalfort

Balt/Wash
SSG Helen M. Bell
SSG Dolores M. Parker
SGT Richard M. Young

Boston
SFC Americo C. Bender
GS7 Ronald J. Costa
SFC James T. Lloyd

Charlotte
SSG Walter J. David
SSG Loren J. Hand
SFC Lewis Hendrix
SSG Carlous E. Tyrance
SFC Joseph D. White
SSG Hallie M. Williams

Chicago
SFC Bruce A. Broe
SFC Robert W. Hinrichs
SFC Robert L. Peebles

Cincinnati
SSG Walter Bradford
SGT Ira Kelly
SSG John J. Krannitz

Cleveland
SSG Barry K. Gonzalez
SSG Michael T. Scott

Columbia
SSG Anthony R. Davis
SSG Eddie L. Maddox
SSG Edward J. McDonald
SSG Sireta E. Parker

Columbus
SSG Charles W. Armstrong
SFC Larry D. Huddleston
MSG George M. Ison

Concord
SFC Ronald P. Bouchard
GS7 Garland Detlefson
SSG Frank A. Golletti
SFC Bruce D. Griffin
SFC James R. Gunderson
SSG Paul Prado
SGT Wayne R. Raymond

Denver
SFC Henry M. Bradford, Jr.

Des Moines
SGT Leca A. Carr
SFC Jimmy W. Hagler
SFC Luther M. Rood
SSG Kenneth W. Stephenson
SSG Thomas M. Willis
SFC John A. Wulff

Detroit
SSG Harold A. Buhl
SFC Julius Buskey
SSG Mark A. Conway
SFC Robert L. Fant
SFC Roger D. Ferguson
SGT Ronnie D. Guynn
SSG Joseph Hruskach
SFC Douglas E. Kusiak
GS7 David MacGillis
SGT David B. Schamber
SSG Kenneth S. Shortman
SSG Randall Smith
SFC Wayne C. Soffa
SSG Harold D. Stanhope
SSG Donnie L. Sutherland
SSG Robert D. Willard
SFC George E. Worley, Jr.

Ft. Monmouth
CSM Morton Cohen

Harrisburg
SFC Bruce E. Moser

Indianapolis
GS7 Richard Harmon
SFC Robert L. Hansen
SSG Durward B. Jarrell
SFC Rodger L. Meyer
SSG Marca Ross
SSG George Wall

Jackson
SSG Kenneth P. Snelling
SFC David N. Sweatt

Jacksonville
SSG Gene E. Baxley
SSG Claude J. Bouthot, Jr.
SSG John P. Mizelle

Kansas City
GS7 Robert W. Brodbeck
SSG Kenneth W. Karl
GS7 Elmer P. Tate

Lansing
SSG William G. Bell
SGM Frank K. Brooks
SSG Carl R. Carnes, Jr.
SSG Raul Garcia
SSG Larry D. Henderson
SSG Paul D. Miller
SSG Alfred Padilla
SFC Donald L. Rhyner

Long Island
SSG David W. Kendall

Los Angeles
SSG John W. Gooch, Jr.
SFC Barry M. Winecoff

Louisville
SSG Danny E. Delong
SSG Coakley Seaborne
SFC Allen D. Tingle

Miami
SSG Andrew Coull
SFC Robert R. Reister
SFC Leslie M. Wallace, Jr.
SFC Edward D. Williams

Milwaukee
SSG Larry G. Gardner
SFC Early Ward, Jr.

Minneapolis
SSG Robert B. Clifford
SSG Michael L. Keith
SSG John A. Nichols
SSG Donald J. Reese
SGT Ronald B. Sullivan
SFC Laurence W. Talbott

Nashville
SSG Jack D. Stevens
SSG Freddie L. Waters, Jr.

New Haven
SSG Kevin O'Leary
SSG Michael Ringo
SSG Walter J. Torwich, Jr.

New Orleans
SFC Roy E. Carlos
SFC Phillip J. Hladky

Oklahoma
SSG Ted A. Long

Omaha
SSG Jeffery A. Geiger
SSG James S. Hallman
SFC Claud G. Miller
SSG Raymond L. Stoner
SFC Larry O. Stutler

Peoria
SFC Joe J. Chandler
SFC Paul J. Cousineau, Jr.
SSG Hugo A. Tejeralugo

Philadelphia
SSG Paul Van Aken
SSG Benny E. Williams

Phoenix
SSG George W. Greenway

Pittsburgh
SSG Robert W. Davis
SSG James R. Stapleton

Portland
SSG Gary L. Bass

Raleigh
SSG David J. Morgan
SSG Lee Newkirk, Jr.
SGT James A. Wise

Richmond
SFC Richard A. Hahn
SFC Andrew T. Knox, Jr.
SSG Edwin J. Lebrun
SSG Melvin L. Michaels
SFC L. C. Myles

Sacramento
SFC Frederic E. Cornell
SFC Michael D. Hengler
SFC Russell E. Madden

San Antonio
Francis I. Gomes

San Juan
SFC Jose Rodriguez
SSG Armando F. Sarabia

Seattle
SSG James R. Canup
SGT Alice M. Dotson
MSG Harold K. Edge, Jr.
MSG Franklin C. Hottell
SFC John Janson
SFC David G. Srein
SFC Wesley R. Zeigler

St. Louis
SSG John C. Casey
SGT Richard J. Harris
SGT Darrall A. Lemons
SSG Danny J. Miller
SSG Alex Pearson
SFC Wayne L. Stevens
SFC Karl M. Watson

Syracuse
SFC Richard E. Ambrose
SSG Donald J. Clark
SFC John T. Hunt
SFC Robert L. Ray
SSG Deborah A. St Onge

Diagnostic Test

September 1982 Answers

1. False - (Paragraph 3f, USAREC Pam 350-2).
2. False - (Paragraph 2-18k, Section IV, USAREC Reg 350-7).
3. c - Ho-hum crasher - (Paragraph 37 b, Chapter 9, ST 12-163).
4. Market traffic flow - (Task 121-022-2401, Soldier's Manual and FM 12-00E 2/3/4).
5. True - (AR 190-5).
6. a - 30 September - (Paragraph 2-32c(3)(a), Chapter 2, USAREC Reg 350-7).
7. c - Commander MILPERCEN - (Paragraph 4, Appendix L, USAREC Reg 601-56).
8. d - 5 - (Paragraph 4-25(1), AR 601-210).
9. d - Identify yourself and the United States Army (Performance step five, page 2-59, Soldier's Manual and FM 12-00E 2/3/4).
10. c - Use a Z and line out the changed material (Performance step three, page 2-53, Soldier's Manual and FM 12-00E 2/3/4).
11. b - Acting Commander (on orders) - (Paragraph 9d, page 4, USAREC Reg 601-56).
12. d - None of the above - (Paragraph 7, USAREC Reg 601-56).
13. c - USAREC FL 112 - (Paragraph 6, USAREC Reg 601-56).
14. c - Light density (251-500) - (Paragraph 3-8(3)(c), USAREC Reg 350-7).
15. a - USAREC FL 103-R - (Paragraph 7e, USAREC Reg 601-50).
16. b - Void enlistment - (Appendix D 2a, USAREC Reg 601-50).
17. b - USAREC REG 56-1 - (USAREC Reg 56-1).
18. b - 30 days - (Appendix C, paragraph 3b, USAREC Reg 350-7).
19. d - None of the above - (Rule D, Table 2-1, AR 1401111).
20. False - (Paragraph 2-18b, Section IV, USAREC Reg 350-7).

Recruiter Aid

Consumer Education: Part IV

This is the fourth in a series of articles about consumer education written to help you deal with potential or actual monetary problems.

This article addresses some of the advantages and disadvantages of using credit. More than ever, consumers are faced with conflicts between what they want and what they can afford. Credit can help resolve those conflicts because it provides consumers the opportunity to buy items now and pay for them later.

The war against the high cost of living can be eased through buying on credit. One reason is because it allows consumers to buy today what they would normally have to delay buying until they saved for it.

Credit is the time given for payment for goods or services sold on trust. It is so popular today that many of us can't imagine a world without automobiles, television sets, vacations or all the other things credit helps to buy.

Some of the advantages of using credit are:

• It allows us to use goods and services while paying for them. With the use of credit, we can purchase and use such things as cars, electric appliances and clothes as we pay for them.

• Credit can offer a temporary solution for unexpected financial difficulties. People with little or no savings can use credit to meet emergencies as an alternative to borrowing from friends and relatives.

• Credit offers convenience in purchasing goods and services. Charge accounts and credit cards allow shopping and traveling without carrying large amounts of money.

Just because we have grown up with credit does not mean we know how to use it wisely. That's like saying we know how to drive an automobile safely just because we have ridden in cars all of our lives.

When used effectively, credit can help us achieve some of our most important goals for living the good life. If misused however, credit can create problems and lead to serious financial difficulties.

Just as using credit has advantages for consumers, there are also disadvantages. Some of those disadvantages are:

• It ties up future income. Whenever we use credit cards, take out a loan, or sign an installment contract to pay for something, we are promising to make payments from our future income for these items. That means we have already spent part of the future income and can't use it for something else.

• Credit costs money. It will always cost more to buy with credit than to buy with cash because finance charges and other charges are added to the original price when you buy with credit.

• It could result in a loss of merchandise or income if payments are not made on schedule. The credit user runs the risk of losing the merchandise if he does not pay on time, or worse, does not pay at all. If the credit requires collateral, late payments may even result in the loss of income or valuable property.

There are many places where credit can be obtained. Some of those places are banks, credit unions, savings and loan associations, finance companies and loan companies.

Before selecting a lending institution, it's best to shop around and compare the costs of borrowing from each lender.

The Truth in Lending Law requires that finance charges must be stated both in terms of Dollar Amount and Annual Percentage Rate.

Since future income will be used to repay credit, it is important that you don't overcommit yourself with monthly installment payments. It's a good idea to try not to use more than 15 percent of your income on installment payments.

When considering the use of credit:

(1) Be truthful on the application.

(2) Use only amounts that you can safely repay.

(3) Pay promptly.

(4) Consult creditors immediately if you cannot meet payments on schedule.

Before you sign a credit contract, read it carefully and make sure every item is readable. There should be no blank spaces and everything on the contract should be understandable. If you have any doubts about the contract, have legal assistance review it and advise you before you sign.

It is important to build and protect a good credit rating. Your ability to borrow money or open credit accounts depends upon how good a credit rating you have.

Remember, it is rather difficult to get a good credit rating, but it is very easy to lose it. (SFC Pauline Johnson, USAREC QOL)

Diagnostic Test

OCTOBER 1982

1. How long may an ASVAB printout be used as a lead source?

a. 1 year after student graduates.
b. 2 years from date of test.
c. Until 90 days after student graduates.

2. A county fair, taking place in three months, is entered on the Planning Guide. There is an example of a.

a. Short-range plan.
b. Mid-range plan.
c. Long-range plan.

3. Which of the following is not found in the recruiters 200 card suspense file?

a. Division V.
b. Division I.
c. Division II.

4. May an applicant, 17 years of age be enlisted without parental consent?

Yes _____ No _____

5. Time between confirmed appointments on the Planning Guide can be used to:

a. Set up appointments with prospects.
b. Visit leads and COI.
c. Perform advertising and publicity functions.
d. All of the above.

6. Which of the following student loans are not considered under the FY 83 Loan Forgiveness Program?

a. Guaranteed student loan.
b. Guaranteed direct student loan.
c. National direct student loan.

7. Since 1 October 1981, the Army College Fund has been available in all DRC to NPS and HSDG, with AFQT scores of 50 or higher.

True _____ False _____

8. What form is used to verify the qualified RA applicants eligibility for the FY 83 Loan Forgiveness Program?

a. DD Form 2057.
b. DA Form 3286-3D.
c. DD Form 2057-2.
d. DA Form 5139.

9. If an individual had contributed $65 for 40 months, his monthly payment as a full time student would be:

a. $316.67
b. $276.62
c. $216.67
d. $312.64

10. The loan to be considered for forgiveness must have been made before 15 October 1975 and after military service is performed.

TRUE _____ FALSE _____

11. When an individual has requested discharge from the DEP and subsequently changes his/her mind and desires enlistment, what form is required to be completed by the individual.

a. USAREC Form 100-R.
b. USAREC Form 103-R.
c. USAREC Form 102-R.
d. USAREC Form 114-R.

12. Recruiters, at their option and only at their option, may transpose names from ASVAB printouts minus specific scores to the USAREC Form 539 upon receipt.

True _____ False _____

13. What is the mandatory cut-off point for applicants on the processing list?

a. COB each calendar month.
b. COB each recruiting month.
c. None of the above.

14. All leads who have taken the ASVAB and who are mentally qualified will be coded as priority:

a. 2.
b. 1.
c. None until contact is made.

15. All recruiters will submit to the station commander, by COB each day, their daily Planning Guide.

True _____ False _____

16. The Zip Code Contract/Accession Report is published each:

a. Quarter.
b. Each recruiting station month.
c. Each calendar month.

17. Recruiters who establish residence in excess of 30 miles (one-way) from their duty station will not be extended the privilege of domicile-to-duty.

True _____ False _____

18. Recruiting prospect cards being actively marked will be filed under:

a. 701-07.
b. 701-02.
c. 704-02.
d. 704-06.

19. Which of the following is not one of the components of the station REACT Management System?

a. USAREC Form 200-2A, REACT Management Card.
b. USAREC Form 527, USAR Referral Card.
c. USAREC Form 200-1, Prior Service Card.

20. What is the primary benefit of the Zip Code Accession Report?

a. To determine how many people went in the Army from a given zip code.
b. To see how you are doing in a particular zip code.
c. To compare the Army's recruiting results with that of the other recruiting services.

ESD on ESP

by CPT E. S. Quirk
USAREC
Enlistment Standards Directorate

"I'm proud to say I'm a professional recruiter. All my work is accurate, my records are straight and the people I enlist into the Army are qualified for their military careers. I would be happy to show anyone my processing lists, my prospect cards, my daily records and all my enlistment packets because I'm proud of my work."

Many recruiters can make that statement. Pride of ownership is a characteristic of the recruiting command because recruiters and commanders maintain the highest standards of integrity.

In order to assist the chain of command to continue in this professional spirit, the Enlistment Standards Program (ESP) has been established.

The ESP is a method of evaluating recruiter performance. The Enlistment Standards Directorate (ESD) at USAREC headquarters designed this prgram with the help of people throughout the command. ESD is also tasked with guiding the monitoring effort.

The concept is very simple: by analyzing enlistment data associated with each recruiter, a commander can identify those who deviate from the norm and determine what caused the deviation.

Let's say for example, that across the board, each recruiter processes two moral waivers per year. By evaluating moral waivers, a DRC commander becomes aware that each recruiter in one particular station processed six waivers in the last three months. The ESP has assisted him in identifying a possible problem. It is now the responsibility of the local commander to assess the situation and determine the cause of the problem and the solution.

Evaluating units and individuals is not unique to the recruiting command. Each commander must make a concerted effort to evaluate his subordinate units and individual soldiers, whether he is a commander of a rifle platoon or a corps. In recruiting, the USAREC commander has a data system at his disposal that can be used to facilitate his evaluation process. The ESP helps to assure him and all subordinate commanders that the evaluation is accurate. It makes sense that the people tasked with the Army's most important mission, manning the force, have the best system of quality control.

Moral waiver data is only one of six elements of the ESP as established in a draft regulation effective last June. The other elements are: ASVAB test data, production data, DEP loss, erroneous enlistments, and reports of trainee success.

As a result of monitoring data using the ESP, all commanders involved, from station to USAREC, have the same profile on a recruiter.

Keep in mind that almost all recruiters have normal data in all categories. It may well be true that the assistant area commander and the area commander might suspect a recruiter of unethical and dishonest recruiting practices, but without data to support that hunch, they are unable to take any action. In order to compile such data at the area level, or at the DRC level, someone would have to sacrifice valuable time. By analyzing the information provided through the ESP however, the commander has an important management tool that saves time, makes his job more efficient, and helps raise the level of integrity in recruiting.

At USAREC headquarters, other categories of data are monitored in addition to the six prescribed in the regulation. Prior service data, police records, transfer from USAR to the regular Army, and retest data are examples. As these techniques become refined, they will be standardized and sent to the field.

The most important function of the ESP is to support a recruiter's own good conscience. The following is all too common.

Applicant: "Look, I really have to join the Army. My dad expects me to be a soldier and I need the job; I have no other choice."

Recruiter: "Do you have a record of law violations?"

Applicant: "Well yes, but it was several months ago, and if it keeps me out of the Army, I'd rather not talk about it."

Here is the critical point of the sales process. The recruiter knows what he should do: list all law violations, yet he is faced with a sincere person who really wants military service. He also feels the pressure of mission accomplishment. This is the situation where the ESP has its most important impact. Recruiters know they will be confronted if false information goes into the enlistment packet. Thus, they are more likely to follow their honest instincts and maintain their integrity.

Evaluating the recruiting process with the ESP is a key function in the command. In a business so critical as recruiting men and women into the most advanced fighting force in history, we must all be conscious of maintaining high standards of quality.

Midwest's Rookie Recruiter of the Year

By Mary Auer
Cincinnati DRC

Dayton area recruiters called the Kettering recruiting station "the rookie station." When SSG Ernest Hutchins was assigned there, however, he didn't realize how prophetic that nickname would turn out to be.

Hutchins was recently named Midwest Region's top rookie for FY '81.

Though new to USAREC when he came on recruiting duty in 1980, the native Daytonian and 1962 graduate of Dayton's Belmont High School was no stranger to the greater Cincinnati area. Prior to joining the recruiting command, he had served as NCOIC of the Cincinnati AFEES (now MEPS) medical section since 1978.

His duties as a medic have taken him to Europe, Vietnam, Korea and the southwest United States. He has also used his medical expertise to gain access and exposure in several of his high schools.

The Kettering station, where he worked during 1981, was mainly staffed by new recruiters and a veteran NCO serving for the first time as a station commander. Hutchins said the rookie station's status was a benefit because it inspired the recruiters to be innovative. They weren't afraid to experiment and try new things.

With Wright-Patterson Air Force Base nearby, exposure is important for Dayton area Army recruiters. Many local residents tend to equate 'military' with 'Air Force,' Hutchins explained.

The rookie station team's response to a pro Air Force disc jockey illustrates their novel approach to gaining vital exposure.

The announcer, from a rock and adult music radio station tuned in by many teenagers, had been grumbling on the air that he never had time to eat breakfast, Hutchins recalled. This same radio personality also frequently mentioned the Air Force during his broadcasts.

Hutchins said the rookie station's status was a benefit because it inspired the recruiters to be innovative. They weren't afraid to experiment and try new things.

So the Kettering station recruiters began carrying hot coffee and doughnuts to the announcer every morning. Soon after that, the broadcaster was not only mentioning the Army in his broadcasts, but also reading the names of young men and women going to Cincinnati to enlist.

When the "Sonic Sounds" national band competition was held at Centerville High School in the summer of 1981, Hutchins was one of the people responsible for having an Army band invited for a guest appearance. His wife, Jocelyn, also a Dayton native works as a legal secretary for a company in Dayton. The president of the Ohio Band Competition committee also works for the same company. The rookie station recruiters convinced the committee president that the Army could provide whatever guest band support he required. The 74th Army Band from Ft. Benjamin Harrison was brought to the DRC through the TAIR program for this event.

In additon, the 100th Division USAR Band from Hebron, KY performed in a pre-competition publicity concert at the Dayton Mall, where "civilians were dancing in the parking lot," Hutchins said.

When Fairmont East High School established a simulated medical clinic to allow students interested in health professions to learn in a realistic environment, Hutchins was also called upon. He addressed the classes about health care opportunities in the armed forces. He noted that such classes, and his participation in his schools' College Nights, help him create Army awareness in the schools.

He said he also has contacts at the schools, such as Jeff Clauss, Fairmont East librarian, who has allowed him to display Army literature in the library. Another administrator, Dennis Grushon, supply chief for the Kettering Board of Educations, has also been instrumental to Hutchins' recruiting efforts in the schools.

Visibility is very important to Hutchins, who is now station commander at Greenville, OH. He makes a practice of walking about the community in his Army greens just to let people know "there's more than one service in town and to let them know we can help them if they're thinking of enlisting," Hutchins said.

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